



CURRICULUM AND SYLLABI

REGULATION 2026

**DEPARTMENT OF
MASTER OF BUSINESS ADMINISTRATION**



SASURIE COLLEGE OF ENGINEERING

(An Autonomous Institution Affiliated to Anna University, Chennai)



CURRICULUM & SYLLABI - 2026

(For the students admitted from the academic year 2026-2027)

MASTER OF BUSINESS ADMINISTRATION

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

VISION AND MISSION OF THE INSTITUTE

VISION

To become a leading professional institution by offering high-quality education, fostering successful graduates with strong employability prospects, advancing sustainable research through ethical practices and empowering young minds to contribute to the nation's growth in Engineering, Technology and Management.

MISSION

- To deliver high-quality education that empowers students with the knowledge, skills and ethical values necessary for success in Engineering, Technology and Management.
- To develop graduates with strong employability potential, fostering innovation, leadership and a commitment to continuous learning.
- To advance sustainable research and development that addresses real-world challenges and drives societal progress.
- To inspire and shape young minds into responsible professionals dedicated to contributing to the nation's growth and development.

VISION AND MISSION OF THE DEPARTMENT

VISION

To become a leading institution in Management education by delivering quality learning, fostering ethical leadership, encouraging innovation and entrepreneurial excellence, promoting sustainable research, and developing globally competent professionals who contribute to business growth and societal development.

MISSION

- To provide an innovative and industry-oriented learning environment that prepares students to excel as competent management professionals.
- To cultivate leadership, entrepreneurial mindset, ethical values, and strategic decision-making abilities for success in a dynamic global business landscape.
- To encourage research, collaboration with industry, and sustainable management practices that create value for organizations and society.
- To empower students with skills, social responsibility, and a global perspective to contribute effectively to economic growth and nation building.

Program Educational Objectives (PEOs)

PEO1: Graduates become collaborative problem-solvers who effectively work in multidisciplinary teams and manage complex business challenges.

PEO2: Graduates become innovative professionals, entrepreneurs, and researchers who create practical and socially responsible business solutions.

PEO3: Graduates become ethical and adaptive leaders with a strong commitment to lifelong learning and professional excellence.

Program Specific Outcomes (PSOs)

PSO1: Apply integrated management knowledge with rigorous analytical thinking to drive precise, data-informed decisions within complex and evolving business environments.

PSO2: Demonstrate value-driven leadership by inspiring self and teams to achieve organizational purpose, emerging as principled, influential leaders who shape the future of business and society.

Program Outcomes (POs)

PO1: Apply management theories, concepts, and practices to analyze and solve complex business and organizational problems.

PO2: Demonstrate analytical and critical thinking skills for data-driven decision-making and effective problem-solving.

PO3: Develop value-based leadership competencies to lead individuals and teams with integrity, responsibility, and professionalism.

PO4: Understand, analyze, and communicate the global, economic, legal, ethical, and societal dimensions of business and management.

PO5: Lead self and others effectively to achieve organizational goals through teamwork, collaboration, and continuous learning.

MBA Curriculum and Syllabus 2026

For the students admitted from 2026 onwards

SEMESTER I

Sl. No.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MA101	Statistics for Management	T	PCC	3	1	0	0	4
2	P26MB101	Management Concept and Organization Behaviour	T	PCC	4	0	0	0	4
3	P26MB102	Managerial Economics	T	PCC	4	0	0	0	4
4	P26MB103	Accounting For Decision Making	T	PCC	4	0	0	0	4
5	P26MB104	Business Law	T	PCC	4	0	0	0	4
6	P26MB105	Information Management	T	PCC	4	0	0	0	4
7	P26MB106	Entrepreneurship Development	T	PCC	4	0	0	0	4
8	P26MB121	Business Communication	L	EEC	0	0	4	0	2
9	P26MB122	Data Visualization for Managers	L	EEC	0	0	2	0	1
Total					27	1	6	0	31

SEMESTER II

Sl. No.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MA201	Operation Research and optimization Techniques	T	PCC	3	1	0	0	4
2	P26MB201	Operation Management	T	PCC	4	0	0	0	4
3	P26MB202	Financial Management	T	PCC	4	0	0	0	4
4	P26MB203	Human Resource Management	T	PCC	4	0	0	0	4
5	P26MB204	Marketing Management	T	PCC	4	0	0	0	4
6	P26MB205	Business Research Methods	T	PCC	4	0	0	0	4
7	P26MB206	Business Analytics	T	PCC	4	0	0	0	4
8	P26MB221	Indian Ethos	L	EEC	0	0	4	0	2
9	P26MB222	Data Analysis and Business Modeling	L	EEC	0	0	4	0	2
Total					27	1	8	0	32

SEMESTER III

SL NO.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MB301	Strategic Management	T	PCC	4	0	0	0	4
2	P26MB302	International Business	T	PCC	4	0	0	0	4
3		Professional Elective I	T	PEC	3	0	0	0	3
4		Professional Elective II	T	PEC	3	0	0	0	3
5		Professional Elective III	T	PEC	3	0	0	0	3
6		Professional Elective IV	T	PEC	3	0	0	0	3
7		Professional Elective V	T	PEC	3	0	0	0	3
8		Professional Elective VI	T	PEC	3	0	0	0	3
9	P26MB321	Summer Internship	L	SD	0	0	0	4	2
10	P26MB322	Capstone Project	L	EEC	0	0	0	4	2
		Total			26	0	0	8	30

Summer internship –minimum of 4 weeks of internship**SEMESTER IV**

SL NO.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MB421	Project work	P	EEC	0	0	0	24	12
TOTAL					0	0	0	24	12

TOTAL CREDITS: 105

LIST OF ELECTIVES**HUMANRESOURCE MANAGEMENT**

Sl. NO.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MBP01	Industrial Relation Labor Legislation	T	PEC	3	0	0	0	3
2	P26MBP02	Organization Design, Change And Development	T	PEC	3	0	0	0	3
3	P26MBP03	Strategic Human Resource Management	T	PEC	3	0	0	0	3
4	P26MBP04	Training And Development	T	PEC	3	0	0	0	3
5	P26MBP05	Knowledge Management and Innovation	T	PEC	3	0	0	0	3
6	P26MBP06	Compensation Management	T	PEC	3	0	0	0	3

MARKETING

Sl. NO.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MBP07	Retail Marketing	T	PEC	3	0	0	0	3
2	P26MBP08	Consumer Behavior	T	PEC	3	0	0	0	3
3	P26MBP09	Services Marketing	T	PEC	3	0	0	0	3
4	P26MBP10	Brand Management	T	PEC	3	0	0	0	3
5	P26MBP11	Integrated Marketing Communication	T	PEC	3	0	0	0	3
6	P26MBP12	Marketing Analytics	T	PEC	3	0	0	0	3

FINANCE

Sl. NO.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MBP13	Security Analysis and Portfolio Management	T	PEC	3	0	0	0	3
2	P26MBP14	Banking and Financial Service	T	PEC	3	0	0	0	3
3	P26MBP15	Financial Markets	T	PEC	3	0	0	0	3
4	P26MBP16	International Finance	T	PEC	3	0	0	0	3
5	P26MBP17	Financial Analytics	T	PEC	3	0	0	0	3
6	P26MBP18	Behavioral Finance	T	PEC	3	0	0	0	3

OPERATIONS MANAGEMENT

Sl. N O.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MBP19	Services Operations Management	T	PEC	3	0	0	0	3
2	P26MBP20	Project Management	T	PEC	3	0	0	0	3
3	P26MBP21	Supply Chain Analytics	T	PEC	3	0	0	0	3
4	P26MBP22	Ware house Management	T	PEC	3	0	0	0	3
5	P26MBP23	Lean Manufacturing	T	PEC	3	0	0	0	3
6	P26MBP24	Six Sigma	T	PEC	3	0	0	0	3

AVIATION MANAGEMENT

Sl. N O.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MBP25	Aviation Industry Fundamentals	T	PEC	3	0	0	0	3
2	P26MBP26	Aviation Environment Management	T	PEC	3	0	0	0	3
3	P26MBP27	Aviation Tourism Management	T	PEC	3	0	0	0	3
4	P26MBP28	Revenue Management and Pricing Dstrategies	T	PEC	3	0	0	0	3
5	P26MBP29	Aviation Law	T	PEC	3	0	0	0	3
6	P26MBP30	Aviation Operations Management	T	PEC	3	0	0	0	3

LOGISTICS MANAGEMENT

Sl. NO.	COURSE CODE	COURSE TITLE	COURSE TYPE*	CATEGORY	L	T	P	J	C
1	P26MBP31	Basics Of Domestic Logistice	T	PEC	3	0	0	0	3
2	P26MBP32	Express & E-Commerce Logistics	T	PEC	3	0	0	0	3
3	P26MBP33	Foreign Trade Management	T	PEC	3	0	0	0	3
4	P26MBP34	Supply Chain Management	T	PEC	3	0	0	0	3
5	P26MBP35	Fundamentals of Shipping	T	PEC	3	0	0	0	3
6	P26MBP38	Customs Clearance Procedures	T	PEC	3	0	0	0	3

SEMESTER I

P26MA101	STATISTICS FOR MANAGEMENT	Category: BSC				
		L	T	P	J	C
		3	1	0	0	4

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES

Upon successful completion of this course, the students will be able to:

- Introduce the fundamental concepts of probability and their applications in business decision-making.
- Develop an understanding of probability distributions, sampling techniques, and estimation methods.
- Equip students with knowledge of parametric hypothesis testing and analysis of variance.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Explain the concepts of probability and their applications in business decision-making.	Understand
CO2	Apply probability distributions, sampling techniques, and estimation methods to solve business problems.	Apply
CO3	Analyze business data using hypothesis testing techniques and analysis of variance.	Analyze
CO4	Apply non-parametric statistical tests to business and managerial decision-making.	Apply
CO5	Evaluate business relationships using correlation, regression, and predictive analytical techniques.	Evaluate

CO PO MAPPING

[illegible]

UNIT I – INTRODUCTION TO PROBABILITY

12

Introduction to Probability, basic concepts, conditional probability, independence of events, random variables, applications of probability in business, and Bayes' Theorem.

UNIT II – PROBABILITY DISTRIBUTIONS AND STATISTICAL INFERENCE

12

Probability distributions: Binomial and Normal distributions. Sampling, applications of sampling, sampling methods for data collection, application of the Central Limit Theorem (theory and problems). Estimation: Point and interval estimators, estimation of the mean for large samples, and determination of sample size.

UNIT III – PARAMETRIC TESTS

12

Methodology of hypothesis testing, introduction to parametric tests, one-sample and two-sample hypothesis tests, tests of means for independent large samples, tests for independent small samples, paired sample tests, one-way ANOVA, and applications of two-way ANOVA.

UNIT IV – NON-PARAMETRIC TESTS

12

Parametric versus non-parametric tests, Chi-Square test, Rank Sum test, Mann–Whitney U test, Kruskal–Wallis test, Kolmogorov–Smirnov test, and one-sample Run test.

UNIT V – PREDICTIVE ANALYSIS

12

Karl Pearson's correlation, Spearman's rank correlation, simple linear regression, concepts and applications of multiple regression and logistic regression (concept only), Method of Least Squares, and Standard Error of Estimate.

Contact Periods:

Lecture: 45 Periods

Tutorial: - 15 Periods

Practical: -

Total: 60 Periods

TEXT BOOKS:

1. Gupta S P, “Statistical Methods”, Sultan Chand & Sons, New Delhi, 2018
2. Gupta S C and Kapoor V K, “Fundamentals of Mathematical Statistics”, Sultan Chand & Sons, New Delhi, 2020

REFERENCES

1. Anderson D R, Sweeney D J and Williams T A, “Statistics for Business and Economics”, Cengage Learning, New Delhi, 2016
2. Levin R I and Rubin D S, “Statistics for Management”, Pearson Education, New Delhi, 2017
3. Walpole R E, Myers R H, Myers S L and Ye K, “Probability and Statistics for Engineers and Scientists”, Pearson Education, New Delhi, 2017

E-Resources:

1. NPTEL: Business Statistics and Analytics for Decision Making (<https://nptel.ac.in>)

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MB101	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the fundamental principles of management and organizational behaviour in modern organizations.
- Analyze individual and group behaviour, including motivation and interpersonal dynamics in the workplace.
- Develop managerial skills to effectively address organizational challenges and adapt to changing business environments.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		(Highest Level)
CO1	Explain the principles of management, evolution of management thought, managerial functions and roles, and contributions of classical management theorists..	Understand
CO2	Apply planning, organizing, decision-making, delegation, decentralization, and controlling techniques to managerial and organizational situations.	Apply
CO3	Analyze individual behaviour in organizations using perception, learning, personality, attitudes, and motivation concepts.	Analyze
CO4	Analyze group behaviour, leadership styles, organizational culture, power, politics, conflict management, and team dynamics in organizational situations.	Analyze
CO5	Analyze contemporary organizational behaviour practices, cross-cultural management, diversity, innovation, and global workforce management in organizational contexts.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO MANAGEMENT**9**

Evolution of Management Thought – Classical, Behavioral, and Management Science Approaches – Concept and Meaning of Management – Levels of Management – Management as an Art, Science, or Profession – Managerial Functions and Roles – Contributions of F.W. Taylor and Henri Fayol.

UNIT II – MANAGEMENT FUNCTIONS**9**

Planning – Steps in the Planning Process – Scope and Limitations of Planning – Forecasting and Types of Plans – Management by Objectives (MBO) – Policies and Strategies – Decision-Making: Types and Process – Organizing: Formal and Informal Organizations – Organizational Structure and Design – Authority and Responsibility – Delegation and Decentralization – Controlling: Control Process and Types of Control.

UNIT III – UNDERSTANDING INDIVIDUAL BEHAVIOUR IN ORGANIZATIONS**9**

Organizational Behavior: Meaning, Scope, and Contributing Disciplines – Importance of Organizational Behavior – Perception: Concept and Factors Influencing Perception – Learning: Types of Learners and the Learning Process – Personality: Types and Factors Influencing Personality – Motivation Theories: Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory – Attitudes: Formation and Components.

UNIT IV – GROUP BEHAVIOUR, LEADERSHIP, AND ORGANIZATIONAL BEHAVIOURAL DYNAMICS**9**

Groups in Organizations – Stages of Group Development – Group Cohesiveness – Types of Teams – Group Dynamics – Leadership: Styles and Approaches – Power and Politics – Organizational Climate and Culture – Conflict Management: Sources and Stages of Conflict.

UNIT V – EMERGING ASPECTS IN ORGANIZATIONAL BEHAVIOUR**9**

Comparative Management Styles and Approaches – Japanese Management Practices – Organizational Creativity and Innovation – Cross-Cultural Organizational Behaviour – Managing a Global Workforce – Productivity and Cultural Contingencies – Cross-Cultural Communication – Management of Diversity.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods**TEXT BOOKS**

1. Harold Koontz and Heinz Weihrich, *Essentials of Management: An International, Innovation, and Leadership Perspective*, 11th Edition, Tata McGraw-Hill Education, 2020.
2. Stephen P. Robbins, Timothy A. Judge, and Neharika Vohra, *Organizational Behaviour*, 19th Edition, Pearson Education, 2024.

REFERENCE BOOKS

1. Ricky W. Griffin, *Management*, 14th Edition, Cengage Learning, 2022.
2. Richard L. Daft, *Management*, 15th Edition, Cengage Learning, 2022.
3. Stephen P. Robbins, Timothy A. Judge and Neharika Vohra, *Essentials of Organizational Behaviour*, 15th Edition, Pearson Education, 2023.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60		
Total				40	
				100	

P26MB102	ACCOUNTING FOR DECISION MAKING	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the fundamentals of financial, cost, and management accounting and interpret financial statements for business analysis.
- Apply cost accounting and marginal costing techniques to support managerial decision-making.
- Develop budgeting and financial planning skills for effective organizational control and resource management.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	Explain financial, cost, and management accounting principles and the preparation of financial statements in accordance with Generally Accepted Accounting Principles (GAAP).	Understand
CO2	Apply financial statement analysis techniques, including ratio analysis, fund flow statements, cash flow statements, and AI-enabled financial analysis tools for business decision-making.	Apply
CO3	Analyze cost accounting techniques, including cost sheet preparation, job costing, process costing, activity-based costing, target costing, and inventory management for effective cost control.	Analyze
CO4	Analyze managerial accounting tools such as marginal costing, cost-volume-profit analysis, break-even analysis, and decision-making models supported by AI-based analytics.	Analyze
CO5	Analyze budgeting techniques, budgetary control systems, forecasting methods, and financial planning tools for organizational planning and control.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	2				2	
CO2		3		2			1
CO3		2				2	
CO4		2			2	2	
CO5		3			2		
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO FINANCIAL, COST, AND MANAGEMENT ACCOUNTING**9**

Introduction to Financial, Cost, and Management Accounting – Generally Accepted Accounting Principles (GAAP) – Preparation of Final Accounts: Trading Account, Profit and Loss Account, and Balance Sheet.

UNIT II – FINANCIAL STATEMENT ANALYSIS**9**

Techniques of Financial Statement Analysis – Comparative Statements – Common-Size Statements – Ratio Analysis: Liquidity, Solvency, Activity, and Profitability Ratios – Fund Flow Statement – Cash Flow Statement as per Accounting Standard (AS) 3 – AI-enabled Financial Statement Analysis and Fraud Detection.

UNIT III – COST ACCOUNTING**9**

Cost Accounting: Objectives – Elements of Cost – Cost Sheet – Job Costing – Process Costing – Activity-Based Costing (ABC) – Target Costing – Economic Order Quantity (EOQ) – AI Applications in Cost Estimation and Cost Optimization.

UNIT IV – MANAGEMENT ACCOUNTING**9**

Marginal Costing and Profit Planning – Cost–Volume–Profit (CVP) Analysis – Break-Even Analysis – Make-or-Buy Decisions – AI-enabled Decision Support Systems – Predictive Business Analytics.

UNIT V – BUDGETING AND BUDGETARY CONTROL**9**

Budgeting: Meaning, Characteristics, Essentials, Advantages, and Limitations – Classification of Budgets – Budget Preparation Process – Forecasting Methods – Performance Budgeting – Zero-Based Budgeting – Budgetary Control – Applications of Artificial Intelligence in Budget Forecasting, Cash

Flow Prediction, Variance Analysis, Financial Planning, Risk Assessment, and Budgetary Decision Support.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods**TEXT BOOKS:**

1. Gupta A, “Financial Accounting for Management”, 9th Edition, Pearson India, 2022
2. Dhamija S, “Financial Accounting for Managers”, 4th Edition, Pearson India, 2024

REFERENCES:

1. Bhattacharyya A K, “Financial Accounting for Business Managers”, 6th Edition, PHI Learning, 2021
2. Maheshwari S N, Maheshwari S K and Maheshwari S K, “Financial Accounting”, 8th Edition, Vikas Publishing House, 2022
3. Horngren C T, Datar S M and Rajan M V, “Cost Accounting: A Managerial Emphasis”, 17th Global Edition, Pearson, 2021

E-Resources:

1. ICAI –Accounting Standards and Guidance Notes (<https://www.icai.org>)

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MB103	MANAGERIAL ECONOMICS	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand core economic principles such as demand, supply, production, and cost for effective business decision-making.
- Analyze resource allocation and profit maximization using economic concepts and frameworks.
- Apply economic reasoning to examine different market structures and solve business problems.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Explain managerial economics concepts, including scarcity, efficiency, production possibility frontier, microeconomics, macroeconomics, and the role of managerial economists in business decision-making.	Understand
CO2	Apply demand and supply analysis, elasticity concepts, demand forecasting techniques, and AI-enabled forecasting tools for business decision-making.	Apply
CO3	Analyze production functions, cost behaviour, economies and diseconomies of scale, and break-even analysis for effective production planning and resource utilization.	Analyze
CO4	Analyze different market structures and price–output decisions under various competitive environments to support managerial decision-making.	Analyze
CO5	Analyze macroeconomic indicators, business cycles, inflation, fiscal and monetary policies, and economic forecasting techniques for strategic business decision-making.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3				1	
CO2	1	3				1	
CO3	2	3				1	
CO4	1	2		3			
CO5	2	3				1	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – BASIC CONCEPTS AND PRINCIPLES**9**

Meaning and Scope of Managerial Economics – Relationship with Other Disciplines – Role and Responsibilities of Managerial Economists – Fundamental Themes of Economics: Scarcity and Efficiency – The Three Fundamental Economic Problems – Society's Production Capability – Production Possibility Frontier (PPF) – Productive Efficiency vs. Economic Efficiency – Microeconomics and Macroeconomics – Positive and Negative Externalities.

UNIT II – DEMAND AND SUPPLY**9**

Demand Analysis – Demand, Law of Demand, Determinants of Demand, Elasticity of Demand, Law of Diminishing Marginal Utility, Exceptions to the Law of Demand, Shifts in the Demand Curve, AI-enabled Demand Forecasting Techniques (Theory Only), Supply, Law of Supply, Elasticity of Supply, Factors Affecting Supply, Shifts in the Supply Curve, AI-based Supply Forecasting and Market Trend Analysis.

UNIT III – PRODUCTION ECONOMICS**9**

Production Function, Short-run Law of Variable Proportions, Long-run Returns to Scale, Cost: Types of Cost, Short-run and Long-run Cost–Output Relationship, Break-even Analysis, Economies and Diseconomies of Scale.

UNIT IV – MARKET STRUCTURES**9**

Market Structure, Perfect Competition, Monopoly, Duopoly, Oligopoly, Monopolistic Competition: Characteristics, Price–Output Determination.

UNIT V – MACROECONOMIC OVERVIEW**9**

National Income – Concepts: GNP, GDP, NNP – AI-enabled Economic Data Analysis and National Income Estimation – Business Cycle: Phases and AI-based Business Cycle Forecasting – Inflation: Kinds and Effects of Inflation – Demand-pull and Cost-push Inflation – AI Applications in Inflation Prediction and Economic Trend Analysis – Policy Measures to Control Inflation – Fiscal Policy – Monetary Policy by RBI – Role of AI and Data Analytics in Economic Forecasting and Policy Decision Support.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS:

1. McGuigan J R, Moyer R C and Harris F H deB, “Managerial Economics: Applications, Strategy, and Tactics”, 10th Edition, Thomson South-Western, 2019
2. McGuigan J R, Moyer R C and Harris F H deB, “Managerial Economics: Applications, Strategy, and Tactics”, 14th Edition, Cengage Learning, 2021

REFERENCES:

1. Salvatore D and Rastogi S, “Managerial Economics: Principles and Worldwide Applications”, 9th Edition, Indian Adaptation, McGraw Hill Education, 2020
2. Dwivedi D N, “Managerial Economics”, 9th Edition, Vikas Publishing House, 2021
3. Salvatore D, Diulio E A and Rastogi R, “Principles of Economics”, Indian Edition, McGraw Hill Education, 2022

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MB104	BUSINESS LAW	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the fundamental principles of business laws, including contract law, the Sale of Goods Act, consumer protection, and negotiable instruments.
- Examine industrial and company laws relating to employee welfare, dispute resolution, and company formation.
- Develop awareness of cyber law and legal compliance in the contemporary business environment.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	Demonstrate an understanding of the fundamental principles of the Indian Contract Act, including the essentials of valid contracts, performance, breach of contract, and available legal remedies.	Understand
CO2	Apply the provisions of the Sale of Goods Act, Consumer Protection Act, and Negotiable Instruments Act to resolve business and commercial legal issues.	Apply
CO3	Analyze the legal provisions relating to negotiable instruments, labour legislations, industrial laws, and Goods and Services Tax (GST) in organizational and business contexts.	Analyze
CO4	Analyze the legal framework governing company formation, management, directors' responsibilities, and corporate compliance to support effective business administration.	Analyze
CO5	Analyze the legal implications of cyber laws, the Information Technology Act, cyber crimes, and regulatory compliance for ethical and legally responsible business practices.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1		1		2		2	
CO2	1	2		3		1	
CO3				2	1		
CO4				2	1		
CO5	1			2	3		
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INDIAN CONTRACT LAW**9**

Definition and Nature of Contracts – Essentials of a Valid Contract – Performance of Contracts – Breach of Contract – Remedies for Breach of Contract.

UNIT II – LAW OF SALE OF GOODS AND CONSUMER PROTECTION**9**

Contract of Sale – Definition and Essential Elements – Transfer of Ownership and Risk – Conditions and Warranties – Rights of an Unpaid Seller – Overview of the Consumer Protection Act.

UNIT III – NEGOTIABLE INSTRUMENTS LAW**9**

Meaning and Characteristics of Negotiable Instruments – Types of Negotiable Instruments – Transfer and Endorsement – Liability of Parties – Discharge of Negotiable Instruments.

UNIT IV – INDUSTRIAL AND TAXATION LAWS**9**

Overview of Key Labour Legislations – Factories Act – Payment of Wages Act – Payment of Bonus Act – Industrial Disputes Act – Introduction to the Goods and Services Tax (GST) – Recent Amendments.

UNIT V – COMPANY LAW AND CYBER LAW**9**

Types and Formation of Companies – Memorandum of Association (MOA) – Articles of Association (AOA) – Powers, Duties, and Liabilities of Directors – Winding Up of Companies – Introduction to the Information Technology Act – Cyber Law – Cyber Crimes.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS:

1. Sharma J P, “Business Law”, 7th Edition, Pearson India, 2023
2. Kapoor N D, “Elements of Mercantile Law”, 39th Edition, Sultan Chand & Sons, 2024

REFERENCES:

1. Kapoor N D, Abbi R, Bhushan B and Kapoor R, “Business Law”, Sultan Chand & Sons, 2019
2. Bulchandani K R, “Business Law for Management”, Himalaya Publishing House, 2022
3. Datey V S, “GST Ready Reckoner”, Taxmann Publications, 2024

E-RESOURCES:

1. Ministry of Corporate Affairs, “Official Website”, Government of India
2. GST Portal, “Official Website”, Government of India
3. World Intellectual Property Organization (WIPO), “Official Website”

EVALUATION PATTERN:

Continuous Internal Assessments						End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments		
Individual Assignment	Written Test	Individual Assignment	Written Test			
40	60	40	60	200		
Total				40		
				100		

P26MB105	INFORAMTION MANAGEMENT	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the fundamentals of Information Systems and their role in modern business organizations.
- Learn system analysis, system design, and Management Information Systems (MIS) applications for effective business decision-making.
- Develop awareness of information security, ethical issues, and emerging technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), and Block chain.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Interpret the fundamentals of Information Systems, Management Information Systems (MIS), and the role of information systems in supporting organizational functions and business decision-making.	Understand
CO2	Apply system analysis and design methodologies, including system development approaches, Data Flow Diagrams (DFDs), Entity Relationship (ER) models, and Object-Oriented Analysis and Design (OOAD), for business information system development.	Apply
CO3	Analyze the applications of Management Information Systems in functional areas of business and evaluate the role of Decision Support Systems (DSS), Executive Information Systems (EIS), Knowledge Management Systems (KMS), Geographic Information Systems (GIS), and International Information Systems.	Analyze
CO4	Analyze information system security, control mechanisms, cybersecurity threats, ethical issues, and reporting practices to ensure secure and reliable business information systems.	Analyze
CO5	Analyze emerging information technologies, including Database Management Systems (DBMS), Data Warehousing, Data Mining, Enterprise Resource Planning (ERP), Artificial Intelligence (AI), the Internet of Things (IoT), and Blockchain for enhancing business performance and digital transformation.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3			2			
CO2		3			2	2	
CO3			3			2	
CO4		2		3	3		
CO5			2		3		
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO INFORMATION SYSTEMS**9**

Data and information – Need and importance of Information Systems – Evolution of Information Systems – Components of Information Systems – Types of Information Systems based on organizational functions and management levels – Fundamentals of Management Information Systems (MIS) – Role and functions of a System Analyst.

UNIT II – SYSTEM ANALYSIS AND DESIGN**9**

System analysis and design concepts – Types of systems – System development methodologies – Prototyping – Data Flow Diagrams (DFDs) – Entity Relationship (ER) models – Introduction to Object-Oriented Analysis and Design (OOAD).

UNIT III – MANAGEMENT INFORMATION SYSTEMS IN FUNCTIONAL AREAS**9**

Information systems in finance – Marketing – Human resource management – Production – Materials management – Decision Support Systems (DSS) – Executive Information Systems (EIS) – Knowledge Management Systems (KMS) – Geographic Information Systems (GIS) – International Information Systems.

UNIT IV – INFORMATION SYSTEM SECURITY, CONTROL, AND REPORTING**9**

System security – System testing and error detection – Control mechanisms – Information system vulnerabilities – Cybersecurity and cybercrimes – Intranets – Extranets – Wireless networks – Ethical issues in Information Technology.

UNIT V – EMERGING INFORMATION TECHNOLOGIES**9**

Database Management Systems (DBMS) – Data Warehousing – Data Mining – Enterprise Resource Planning (ERP) – Artificial Intelligence (AI) – Internet of Things (IoT) – Blockchain Technology.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods**TEXT BOOKS:**

1. Behl R and O'Brien J A, "Management Information Systems", 11th Edition, Tata McGraw Hill, 2019
2. Laudon K C and Laudon J P, "Management Information Systems: Managing the Digital Firm", 17th Edition, Pearson, 2022

REFERENCES:

- 1 Bidgoli H, "Management Information Systems", Cengage Learning, 2022
- 2 Baltzan P, "Business Driven Information Systems", 8th Edition, McGraw-Hill Education, 2021
- 3 Pearlson K E, Saunders C S and Galletta D F, "Managing and Using Information Systems: A Strategic Approach", 7th Edition, Wiley, 2020

E-RESOURCES:

1. NPTEL, "Management Information System"
2. World Economic Forum, "Reports on Emerging Tech"

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MB106	ENTREPRENEURSHIP DEVELOPMENT	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Develop entrepreneurial skills and an entrepreneurial mindset required to identify and pursue business opportunities.
- Learn to prepare business plans and mobilize resources for establishing new ventures.
- Gain skills in managing, monitoring, and evaluating businesses for sustainable growth and long-term success.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Demonstrate the concepts, characteristics, and competencies of entrepreneurship, and distinguish the roles of entrepreneurs and intrapreneurs in business development.	Understand
CO2	Apply entrepreneurial ecosystem concepts, government policies, institutional support mechanisms, and entrepreneurship development programmes to identify and evaluate business opportunities.	Apply
CO3	Analyze the process of business plan preparation, prefeasibility analysis, and project profile development for establishing new ventures.	Analyze
CO4	Analyze resource mobilization, operational planning, market analysis, funding sources, incubation support, venture capital, and start-up strategies for successful business initiation.	Analyze
CO5	Analyze small business performance, identify business sickness, and examine sustainable management and rehabilitation strategies for long-term business success.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		2				
CO2		3		2		2	
CO3		2	3				2
CO4	2			3	2		
CO5			3	2	3	3	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO ENTREPRENEURSHIP**9**

Introduction to entrepreneurship – Types of entrepreneurs – Entrepreneurship as a career option – Characteristics and competencies of successful entrepreneurs – Distinction between an entrepreneur and an intrapreneur.

UNIT II – ENTREPRENEURIAL ECOSYSTEM AND INSTITUTIONAL SUPPORT**9**

Business environment and its influence on entrepreneurship – Entrepreneurship Development Programmes (EDPs) – Business support services – Role of Central and State Government policies – Regulatory framework – Institutional support for entrepreneurship development.

UNIT III – BUSINESS PLAN DESIGN AND DEVELOPMENT**9**

Concept and purpose of a business plan – Benefits and essential components of a business plan – Steps in preparing an effective business plan – Prefeasibility analysis – Project profile preparation.

UNIT IV – SMALL BUSINESS INITIATION AND FUNDING**9**

Mobilization of financial and human resources – Operational planning – Market analysis – Distribution channel selection – Product launch strategies – Business incubation – Venture capital – Angel investors – Start-up ecosystem.

UNIT V – SMALL BUSINESS MANAGEMENT AND SUSTAINABILITY**9**

Monitoring and evaluation of business performance – Causes and symptoms of business sickness – Prevention and rehabilitation strategies – Sustainable management practices for small business success.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: -

Total: 45 Periods**TEXT BOOKS:**

1. Khanka S S, “Entrepreneurial Development”, S. Chand Publishing, 2022
2. Hisrich R D, Peters M P and Shepherd D A, “Entrepreneurship”, 11th Edition, McGraw Hill Education, 2020

REFERENCES:

1. Roy R, “Entrepreneurship”, 3rd Edition, Oxford University Press, 2022
2. Kuratko D F and Rao T V, “Entrepreneurship: A South Asian Perspective”, Cengage Learning, 2021
3. Desai V, “Small-Scale Industries and Entrepreneurship”, Himalaya Publishing House, 2019

E-RESOURCES:

1. NPTEL, “Entrepreneurship”
2. Startup India, “Learning & Entrepreneurship Resources”

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MB121	BUSINESS COMMUNICATION (LABORATORY)	Category: PCC				
		L	T	P	J	C
		0	0	4	0	2

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Develop effective business communication skills for professional interactions and audience engagement.
- Learn business correspondence and presentation techniques using business letters, reports, and audiovisual media.
- Build proficiency in digital communication tools, including web conferencing, virtual meetings, and professional report writing.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Interpret the principles of business communication, including verbal and non-verbal communication, listening, reading, feedback, managerial speeches, presentations, and group communication for professional effectiveness.	Understand
CO2	Apply business communication writing techniques to prepare business letters, résumés, job application letters, proposals, notices, circulars, memoranda, agendas, minutes, and business reports for organizational communication.	Apply
CO3	Analyze the principles of effective presentations and the appropriate use of audiovisual media for communicating business information.	Analyze
CO4	Analyze interview techniques and professional communication skills required for selection, appraisal, disciplinary, exit, and virtual interviews.	Analyze
CO5	Apply appropriate planning, organization, logical sequencing, graphical presentation, and executive summary techniques to prepare professional business reports.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	–	–	–	2	–	–
CO2	–	3	2	–	–	–	–
CO3	–	2	3	–	–	2	–
CO4	–	–	2	3	–	–	2
CO5	–	–	–	2	3	–	–
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO BUSINESS COMMUNICATION**12**

Introduction to Business Communication – Principles of effective communication – Target audience profile – Barriers to communication – Reading skills – Listening skills – Feedback – Principles of non-verbal communication – Professional dressing – Body language – Role plays – Debates – Quiz – Types of managerial speeches – Presentations – Extempore speeches – Speech of introduction – Vote of thanks – Occasional speech – Theme speech – Group communication – Meetings – Group discussions.

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

Business letters – Routine letters – Bad news letters – Persuasive letters – Sales letters – Collection letters – Diary writing – Résumé/Curriculum Vitae (CV) – Job application letters – Business proposals – Internal communication through notices – Circulars – Memoranda – Agendas – Minutes of meetings – Business reports – Case studies.

UNIT III – PRESENTATION SKILLS AND AUDIOVISUAL MEDIA**12**

Principles of effective presentations – Planning and organizing presentations – Presentation delivery techniques – Principles governing the use of audiovisual media – Selection and effective use of presentation aids – Digital presentation tools.

UNIT IV – INTERVIEW SKILLS**12**

Interview process – Selection interviews – Campus placement interviews – Disciplinary interviews – Performance appraisal interviews – Exit interviews – Web conferencing – Video conferencing – Virtual meetings – Teleconferencing – Professional etiquette in virtual communication.

UNIT V – BUSINESS REPORT WRITING**12**

Objectives of reports – Types of reports – Report planning – Structure of business reports – Developing an outline – Headings and subheadings – Logical sequencing of information – Use of tables, graphs, and charts – Executive summary – List of illustrations – Preparation of professional business reports.

Contact Periods:

Lecture: Periods

Tutorial: - Periods

Practical: 60 Periods

Total: 60 Periods**TEXT BOOKS:**

1. Pal R and Korlahalli J S, “Essentials of Business Communication”, 14th Edition, Sultan Chand & Sons, 2020
2. Raman M and Singh P, “Business Communication”, 3rd Edition, Oxford University Press, 2023

REFERENCES:

1. Bovee C L and Thill J V, “Business Communication Today”, 15th Edition, Pearson, 2022
2. Lesikar R V, Flatley M E and Rentz K, “Lesikar's Business Communication: Connecting in a Digital World”, 14th Edition, McGraw-Hill Education, 2020
3. Sharma R C and Mohan K, “Business Correspondence and Report Writing”, Tata McGraw-Hill, 2022

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MB122	DATA VISUALIZATION FOR MANAGERS	Category: PCC				
		L	T	P	J	C
		0	0	3	0	1

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the fundamentals of Business Intelligence (BI) and data visualization for business analytics.
- Develop skills in visualizing data using various charts and advanced visualization techniques.
- Design interactive dashboards and Key Performance Indicators (KPIs) to support effective business monitoring and decision-making.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Interpret the fundamentals of Business Intelligence, data visualization concepts, data sources, data connections, and data blending techniques for business analytics.	Understand
CO2	Apply visualization principles, data types, aggregation, sorting, filtering, and grouping techniques to prepare meaningful business visualizations.	Apply
CO3	Analyze appropriate charts and graphs to explore, interpret, and communicate business data effectively for managerial decision-making.	Analyze
CO4	Analyze advanced analytical techniques, including descriptive statistics, predictive analytics, forecasting, clustering, and advanced charts, to derive actionable business insights.	Analyze
CO5	Apply appropriate visualization techniques to develop interactive dashboards and reports that support business intelligence and strategic decision-making.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3				2		
CO2				3			
CO3			3			2	
CO4				3		2	2
CO5		3					
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO DATA VISUALIZATION**12**

Introduction to Business Intelligence (BI) – Data visualization – Introduction to visualization tools – Importing data from Microsoft Excel – Data sources – Data connections – Data blending – Business applications of data visualization.

UNIT II – VISUALIZATION PRINCIPLES AND DATA PREPARATION**12**

Principles of data visualization – Data types (numerical, categorical, and time-series data) – Data grouping – Aggregation – Lists – Crosstabs – Sorting – Filtering – Data cleaning – Basic calculated fields.

UNIT III – CHARTS AND GRAPHS FOR BUSINESS EXPLORATION**12**

Selection of appropriate charts – Bar charts – Line charts – Pie charts – Scatter plots – Histograms – Heat maps – Tree maps – Geographic maps – Bubble charts – Interactive charts – Best practices in business data visualization.

UNIT IV – ADVANCED ANALYTICS AND VISUALIZATION**12**

Box-and-Whisker Plot – Waterfall Chart – Gantt Chart – Descriptive statistics – Trend analysis – Predictive analytics – Forecasting – Clustering – Advanced visualization techniques.

UNIT V – DASHBOARDS AND BUSINESS REPORTING**12**

Dashboard design principles – Key Performance Indicators (KPIs) – Interactive dashboards – Dashboard filters and actions – Storytelling with data – Business reporting – Publishing and sharing dashboards – Dashboard best practices.

Contact Periods:

Lecture: Periods

Tutorial: - Periods

Practical: 60 Periods

Total: 60 Periods**TEXT BOOKS:**

1. Wilke C O, “Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures”, O'Reilly Media, 2023
2. Knaflie C N, “Storytelling with Data: A Data Visualization Guide for Business Professionals”, Wiley, 2023

REFERENCES:

1. Wilke C O, “Fundamentals of Data Visualization”, O'Reilly Media, 2019
2. Camm J D, Cochran J J, Fry M J, Ohlmann J W, Anderson D R, Sweeney D J and Williams T A, “Data Visualization: Exploring and Explaining Data”, Cengage Learning, 2022
3. Murray D G, “Tableau Your Data!”, 3rd Edition, Wiley, 2021
4. Evergreen S D H, “Effective Data Visualization: The Right Chart for the Right Data”, 2nd Edition, SAGE Publications, 2020

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	40
				100	

SEMESTER II

P26MA201	OPERATIONS RESEARCH AND OPTIMIZATION TECHNIQUES	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- Understand the principles of Operations Management for improving productivity in goods and service organizations.
- Develop skills in forecasting, capacity planning, facility management, and enterprise systems (MRP, MRP II, ERP).
- Apply materials, project, and work system management techniques for efficient resource utilization and operational excellence.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Demonstrate knowledge of operations research concepts, mathematical models, and linear programming techniques for solving managerial decision-making problems.	Apply
CO2	Apply transportation, assignment, transshipment, and related linear programming models to optimize resource allocation and operational efficiency.	Apply
CO3	Analyze game theory and inventory control models to support strategic decision-making and inventory optimization.	Analyze
CO4	Analyze decision theory and simulation techniques to evaluate business decisions under conditions of risk and uncertainty.	Analyze
CO5	Analyze queuing and replacement models to improve service efficiency, resource utilization, and maintenance decisions in organizations.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3			2			
CO2		3		2		2	
CO3		2	3			2	
CO4			3	3			2
CO5			2	3	3		3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO OPERATIONS RESEARCH AND LINEAR PROGRAMMING
12

Introduction to Mathematical Models – Definition, Evolution, and Applications of Operations Research in Decision-Making – Linear Programming: Formulation of Linear Programming Problems (LPP) – Solution by Graphical Method and Simplex Method – Big M (Penalty) Method – Two-Phase Method – Special Cases in LPP – Principles of Quality – Sensitivity Analysis.

UNIT II – LINEAR PROGRAMMING EXTENSIONS
12

Transportation Models – Minimization and Maximization Problems – Balanced and Unbalanced Problems – Initial Basic Feasible Solution using North-West Corner Rule, Least Cost Method, and Vogel's Approximation Method – Optimality Test using MODI Method – Degeneracy – Transshipment Models – Assignment Models – Minimization and Maximization Problems – Balanced and Unbalanced Problems – Hungarian Method – Branch and Bound Algorithm – Travelling Salesman Problem – Crew Assignment Models.

UNIT III – GAME THEORY AND INVENTORY CONTROL
12

Introduction to Game Theory – Two-Person Zero-Sum Games – Saddle Point – Dominance Rule – Convex Linear Combination (Averages) – Methods of Matrices – Graphical Method – Inventory Models – Economic Order Quantity (EOQ) and Economic Batch Quantity (EBQ) Models (with and without Shortages) – Quantity Discount Models.

UNIT IV – DECISION THEORY AND SIMULATION
12

Decision-Making under Risk – Decision Trees – Decision-Making under Uncertainty – Monte Carlo Simulation – Use of Random Numbers – Applications of Simulation Techniques.

UNIT V – QUEUING AND REPLACEMENT MODELS**12**

Queuing Theory – Single-Channel and Multi-Channel Models – Infinite Population and Infinite Calling Source – Replacement Models – Individual Replacement Models (with and without Time Value of Money) – Group Replacement Models.

Contact Periods:

Lecture: Periods 45

Tutorial: - 25 Periods

Practical: Periods

Total: 60 Periods**TEXT BOOKS:**

1. Taha H A, “Operations Research: An Introduction”, 11th Edition, Pearson, 2022
2. Hillier F S and Lieberman G J, “Introduction to Operations Research”, 11th Edition, McGraw Hill Education, 2021

REFERENCES:

1. Camm J D, Cochran J J, Fry M J, Ohlmann J W, Anderson D R, Sweeney D J and Williams T A, “Essentials of Operations Management”, Cengage Learning, 2022
2. Petropoulos F, Laporte G, Aktas E, Alumur S A and others, “Operational Research: Methods and Applications”, 2023
3. Winston W L, “Operations Research: Applications and Algorithms”, 5th Edition, Cengage Learning, 2022

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MB201	OPERATION MANAGEMENT	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- Understand the fundamentals of Financial Management and its role in business decision-making.
- Develop knowledge of investment, financing, and dividend decisions to maximize firm value.
- Gain skills in working capital management and long-term financing for effective financial planning and control.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	Interpret the fundamental concepts of Operations Management, production systems, operations strategy, productivity measures, and the role of operations managers in manufacturing and service organizations.	Understand
CO2	Apply plant location and layout strategies using appropriate evaluation methods to improve operational efficiency and organizational performance.	Apply
CO3	Analyze supply chain management, sourcing strategies, procurement processes, vendor selection, and vendor management practices for effective business operations.	Analyze
CO4	Analyze forecasting techniques and inventory management models, including Economic Order Quantity (EOQ), to optimize inventory levels and support operational decision-making.	Analyze
CO5	Analyze lean manufacturing principles, quality management practices, waste elimination techniques, Just-in-Time (JIT) production, and continuous improvement approaches to enhance operational excellence.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	2				2	
CO2	1			2		3	
CO3		2					3
CO4		1				2	3
CO5		1	2			3	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO OPERATIONS MANAGEMENT

9

Definition – Evolution of Operations Management – Manufacturing and Service Operations – Production Systems – Value Addition – Operations Strategy – Cost of Production – Functions of Operations Management – Productivity Measures – Relationship of Operations Management with Other Management Functions – Role of the Operations Manager – Global Operations – Challenges and Opportunities.

UNIT II – PLANT LOCATION AND LAYOUT STRATEGY

9

Significance of Location Strategy – Location Selection Factors – Evaluation Methods – Factor Rating Method – Centre of Gravity Method – Cost–Volume–Profit (CVP) Analysis – Layout Strategy – Importance – Types of Layouts – Cellular Layout – Advantages and Disadvantages – Layouts in Service and Retail Sectors.

UNIT III – SUPPLY CHAIN, SOURCING, AND VENDOR MANAGEMENT

9

Understanding Supply Chains – Stages of Supply Chain – Supply Partners – Sourcing and Procurement – Strategic Sourcing – Make-or-Buy Decision – Procurement Process – Vendor Selection – Vendor Rating – Vendor Management.

UNIT IV – FORECASTING AND INVENTORY MANAGEMENT

9

Introduction to Forecasting – Types of Forecasting – Importance – Forecasting Methods – Quantitative Forecasting – Qualitative Forecasting – Monitoring and Controlling Forecasts – Forecast Errors – Types of Inventory – Inventory Costs – Economic Order Quantity (EOQ) – Deterministic Inventory Control Models – Material Requirements Planning (MRP) – Manufacturing Resource Planning (MRP II) – Enterprise Resource Planning (ERP).

UNIT V – LEAN MANUFACTURING AND QUALITY MANAGEMENT

9

MBA – R2026 – CBCS

Introduction to Lean Manufacturing – Waste Elimination – Seven Wastes (Muda) – Lean Tools and Techniques – Just-in-Time (JIT) Production – Continuous Improvement (Kaizen) – PDCA Cycle – Quality Management Principles.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXT BOOKS:

1. Stevenson W J, “Operations Management”, 14th Edition, McGraw Hill, 2022
2. Krajewski L J, Ritzman L P and Malhotra M K, “Operations Management: Processes and Supply Chains”, 14th Edition, Pearson, 2024

REFERENCES:

3. Jacobs F R and Chase R B, “Operations and Supply Chain Management”, 17th Edition, McGraw Hill, 2022
4. Slack N, Brandon-Jones A and Burgess N, “Operations Management”, 11th Edition, Pearson, 2023
5. Heizer J, Render B and Munson C, “Operations Management: Sustainability and Supply Chain Management”, 14th Edition, Pearson, 2023

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MB202	FINANCIAL MANAGEMENT	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- Understand the fundamentals of Financial Management and its role in business decision-making.
- Develop knowledge of investment, financing, and dividend decisions to maximize firm value.
- Gain skills in working capital management and long-term financing for effective financial planning and control.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Interpret the fundamental concepts of financial management, financial objectives, the time value of money, investment products, valuation of securities, and the risk–return relationship for financial decision-making.	Understand
CO2	Apply capital budgeting techniques, including discounted and non-discounted cash flow methods, and AI-assisted investment analysis for evaluating investment decisions.	Apply
CO3	Analyze the cost of capital, leverage, and the EBIT–EPS relationship to determine optimal financing decisions.	Analyze
CO4	Analyze capital structure theories and dividend policies to evaluate financing and profit distribution decisions that maximize shareholders' wealth.	Analyze
CO5	Analyze working capital requirements, liquidity management, cash flow forecasting, receivables, payables, inventory management, and financial decision-support systems for effective financial management.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	2				2	
CO2	1			2		3	
CO3		2					3
CO4		1				2	3
CO5		1	2			3	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – FOUNDATIONS OF FINANCIAL MANAGEMENT**9**

Financial Management – Finance Functions – Objectives of Financial Management – Profit Maximization vs. Wealth Maximization – Time Value of Money – Introduction to Investment Products – Shares – Bonds – Derivatives – Mutual Funds – Valuation of Shares and Bonds – Concept of Risk and Return – Sources of Long-term and Short-term Finance.

UNIT II – INVESTMENT DECISIONS**9**

Capital Budgeting – Nature and Principles – Methods of Appraisal – AI-assisted Investment Analysis and Project Evaluation – Discounted Cash Flow Techniques: Net Present Value (NPV), Internal Rate of Return (IRR), and Profitability Index (PI) – Comparison of Discounted and Non-discounted Techniques – Payback Period – Accounting Rate of Return (ARR) – AI-based Cash Flow Forecasting and Risk Assessment – Capital Rationing – Decision Support Systems.

UNIT III – COST OF CAPITAL**9**

Cost of Capital – Specific Cost of Capital – Weighted Average Cost of Capital (WACC) – Leverages: Operating, Financial, and Combined – EBIT–EPS Analysis – Indifference Point.

UNIT IV – CAPITAL STRUCTURE AND DIVIDEND DECISIONS**9**

Capital Structure Theories – Net Income (NI) Approach – Net Operating Income (NOI) Approach – Traditional Approach – Modigliani and Miller (MM) Approach – Dividend Decisions – Importance – Relevance and Irrelevance Theories – Walter's Model – Gordon's Model – Modigliani and Miller (MM) Model – Factors Determining Dividend Policy – Types of Dividend Policies – Forms of Dividend.

UNIT V – LIQUIDITY DECISIONS**9**

Working Capital Principles – Concepts – Need – Determinants – Estimation of Working Capital – AI-enabled Working Capital Optimization – Cash Management – Cash Flow Forecasting – Receivables Management – Payables Management – Inventory Management – AI-based Inventory Control – Aging Analysis – Liquidity Decision Support Systems.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXT BOOKS:

- Khan M Y and Jain P K, “Financial Management: Text, Problems and Cases”, 10th Edition, McGraw Hill Education, 2020
- Pandey I M, “Financial Management”, 13th Edition, Vikas Publishing House, 2021

REFERENCES:

- Brigham E F and Ehrhardt M C, “Financial Management: Theory and Practice”, 16th Edition, Cengage Learning, 2022
- Chandra P, “Financial Management: Theory and Practice”, 10th Edition, McGraw Hill Education, 2022
- Srivastava R M and Mishra A, “Financial Management”, Oxford University Press, 2021

E-RESOURCES:

- Investopedia, “Financial Education”
- NSE India, “Corporate Finance Modules”
- Coursera, “Corporate Finance Specializations”

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MB203	HUMAN RESOURCE MANAGEMENT	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- Understand the fundamentals and strategic role of Human Resource Management in organizational success.
- Develop knowledge of HR planning, recruitment, selection, training, and employee development.
- Analyze performance appraisal and motivation techniques to enhance employee engagement and organizational effectiveness.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Interpret the fundamental concepts, functions, and strategic role of Human Resource Management, including HR metrics, Human Resource Information Systems (HRIS), benchmarking, and HR audit practices.	Understand
CO2	Apply human resource planning, job analysis, recruitment, selection techniques, and AI-enabled workforce planning tools to acquire and manage organizational talent effectively.	Apply
CO3	Analyze employee onboarding, training, development, and career management practices to enhance employee competencies and organizational performance.	Analyze
CO4	Analyze performance appraisal and performance management systems, including AI-based performance analytics and feedback mechanisms, to improve employee performance and organizational effectiveness.	Analyze
CO5	Analyze compensation management, employee benefits, workplace health and safety, labour relations, and collective bargaining practices to strengthen employee relations and organizational effectiveness.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2	3	3			1	1	
CO3	3		2		1	1	
CO4	2	3	2		1	2	
CO5	3			3		1	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. (High)							

UNIT I – FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT**9**

Overview of Human Resource Management – Significance – Evolution – Core Functions – Line and Staff Roles in HRM – Emerging HR Trends and Opportunities – Strategic Human Resource Management: Integration of HR Strategies with Organizational Goals – HR in a Data-Driven Environment: HR Metrics – Benchmarking – Human Resource Information Systems (HRIS) – HR Audit Practices.

UNIT II – HUMAN RESOURCE PLANNING, JOB ANALYSIS, RECRUITMENT, AND SELECTION**9**

Human Resource Planning: Linking HR Strategy with Workforce Planning – AI-enabled Demand and Supply Forecasting – Workforce Balancing – Job Analysis: Concept and Methods of Data Collection – Preparation of Job Descriptions and Job Specifications – Recruitment: Objectives, Challenges, Sources, and AI-driven Recruitment Platforms – Selection: Screening Procedures, Application Forms, AI-assisted Resume Screening and Candidate Assessment – Interview Techniques – Minimizing Bias and Perceptual Errors – Background Verification, Medical Examination, and Final Employment Offer.

UNIT III – TRAINING, DEVELOPMENT, AND CAREER MANAGEMENT**9**

Employee On boarding – Placement – Orientation – Induction – Organizational Socialization – Training: Designing Training Programmes – Training Methods – Evaluation of Training Effectiveness – Employee Development – Development Techniques – Global Training Issues – Career Management – Organizational Role in Career Development – Aligning Personality Traits with Career Paths.

UNIT IV – PERFORMANCE MANAGEMENT SYSTEMS

9

Performance Appraisal – Objectives – Process – Evaluation Using Absolute and Relative Standards – AI-based Performance Analytics – Outcome-based Performance Measurement – Common Errors in Performance Appraisal – Designing Effective Performance Management Systems – Conducting Performance Appraisal Discussions – AI-enabled Employee Performance Monitoring and Feedback Systems.

UNIT V – COMPENSATION, BENEFITS, AND EMPLOYEE RELATIONS

9

Compensation Management – Designing Reward Systems – Factors Influencing Pay Structures – Employee Benefits – Planning and Administration – Statutory and Voluntary Benefits – Employee Relations – Workplace Health and Safety – Fundamentals of Labour Relations – Collective Bargaining Processes.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXT BOOKS:

- Dessler G and Varkkey B, “Human Resource Management”, 16th Edition, Pearson India, 2022
- DeCenzo D A, Verhulst S L and Yadav R S, “Fundamentals of Human Resource Management”, Wiley India, 2024

REFERENCES:

- Ulrich D, Younger J, Brockbank W and Ulrich M, “HR Transformation: Building Human Resources from the Outside In”, McGraw Hill, 2019
- Boudreau J W and Ramstad P M, “Beyond HR: The New Science of Human Capital”, Harvard Business Review Press, 2020
- Armstrong M and Taylor S, “Armstrong's Handbook of Human Resource Management Practice”, 16th Edition, Kogan Page, 2023

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MB204	MARKETING MANAGEMENT	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- Understand the fundamentals of marketing and its role in creating customer value.
- Develop skills in marketing strategy, product planning, and development to achieve business objectives.
- Analyze buyer behavior and apply marketing research techniques for effective decision-making

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Interpret the fundamental concepts of marketing, the marketing environment, consumer behaviour, and emerging marketing philosophies for effective business decision-making.	Understand
CO2	Apply market segmentation, targeting, positioning, branding, marketing analytics, and AI-enabled customer insights to develop effective marketing strategies.	Apply
CO3	Analyze product and pricing strategies, including new product development, product life cycle management, and pricing decisions, to enhance customer value and competitive advantage.	Analyze
CO4	Analyze distribution channel strategies, logistics, retailing, wholesaling, e-commerce, and Corporate Social Responsibility (CSR) practices to improve marketing effectiveness.	Analyze
CO5	Analyze integrated marketing communication strategies, including digital marketing, AI-powered advertising, CRM analytics, marketing automation, and social media analytics, to strengthen customer engagement and organizational performance.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2			3	2	
CO2	1	2			3	1	
CO3	1	2			3	1	
CO4	1	2			3	2	
CO5	1	3		2		1	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO MARKETING**9**

Defining Marketing – Core Concepts of Marketing – Evolution of Marketing – Marketing Environment: Micro and Macro Environment – Marketing Concept – Product Concept – Experience Concept – Service Concept – Green Marketing – Sales vs. Marketing – Consumer Markets and Buying Behaviour – Prospects and Challenges in Marketing.

UNIT II – MARKET SEGMENTATION, TARGETING, AND POSITIONING**9**

Levels of Market Segmentation – AI-enabled Customer Segmentation – Bases for Segmenting Consumer and Business Markets – Market Targeting Using Predictive Analytics – Developing and Communicating Positioning Strategies – Creating Brand Equity through AI-driven Consumer Insights – Addressing Competition and Driving Growth Using Marketing Analytics – 7Ps of Marketing – Personalized Marketing Strategies.

UNIT III – PRODUCT AND PRICING STRATEGY**9**

Product Levels – Classification of Products – New Product Development – Product Line and Product Mix – Product Life Cycle – Pricing Environment – Consumer Psychology and Pricing – Pricing Methods – Price Determination – Price Adaptation Strategies – Initiating Price Changes – Responding to Competitors' Price Changes.

UNIT IV – CHANNELS OF DISTRIBUTION AND CORPORATE SOCIAL RESPONSIBILITY

Marketing Channels and Value Networks – Importance and Role of Distribution in Marketing – Channel Design Decisions – Channel Management Decisions – Channel Integration Systems – E-commerce – Channel Conflict, Cooperation, and Competition – Retailing – Wholesaling – Logistics Management – Corporate Social Responsibility (CSR).

UNIT V – INTEGRATED MARKETING COMMUNICATION**9**

Managing Mass Communication and AI-powered Advertising – Sales Promotion – Events and Experiences – Public Relations – Managing Digital Communication through AI-based Social Media Analytics, Chatbots, and Content Personalization – Managing Personal Communication Using Customer Relationship Management (CRM) Analytics and Marketing Automation – Delivering Customer Value through AI-enabled Integrated Marketing Communication (IMC).

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods Total: 45 Periods

TEXT BOOKS:

- Kotler P, Armstrong G, Balasubramanian S and Agnihotri P, “Principles of Marketing”, 19th Edition, Pearson India, 2024
- Kotler P, Keller K L, Chernev A and Jha M, “Marketing Management”, 16th Edition, Pearson India, 2023

REFERENCES:

- Keegan W J, “Global Marketing Management”, 9th Edition, Pearson, 2023
- Ramaswamy V S and Namakumari S, “Marketing Management”, 7th Edition, Sage Publications, 2023
- Gupta S, “Digital Marketing”, 3rd Edition, McGraw Hill, 2022

E-RESOURCES:

- HubSpot Academy, “Digital Marketing”
- Google Digital Garage, “Fundamentals of Digital Marketing”

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MB205	BUSINESS RESEARCH METHODS	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- Understand the fundamentals of research methodology, including research design, problem formulation, and hypothesis development.
- Develop skills in sampling, data collection, and measurement techniques to ensure reliable and valid research.
- Apply SPSS for data analysis and interpret research findings for effective decision-making and research management

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Interpret the fundamental concepts of business research, research methodology, research problems, variables, hypotheses, and the significance of research in business decision-making.	Understand
CO2	Apply appropriate research designs, research processes, literature review techniques, and problem identification methods to conduct scientific business research.	Apply
CO3	Apply appropriate sampling techniques, measurement scales, and data collection methods to obtain reliable and valid research data.	Apply
CO4	Analyze research data using SPSS and appropriate statistical techniques to interpret findings and support managerial decision-making.	Analyze
CO5	Analyze research findings and prepare professional research reports by applying ethical practices, appropriate referencing styles, plagiarism detection tools, and publication standards.	Analyze

CO PO MAPPING

Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2			2			
CO2		3	2				2
CO3		2	3			2	
CO4			3	3	2	1	3
CO5			2	3	3		3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION**9**

Research in Business – Definition – Importance – Research Methods vs. Research Methodology – Significance – Scope of Research in Business Management – Characteristics of Good Research – Constructs – Variables – Hypotheses – Research Models – Inductive and Deductive Reasoning.

UNIT II – TYPES OF RESEARCH DESIGN AND RESEARCH PROCESS**9**

Types of Research Design – Exploratory Research – Descriptive Research – Causal Research – Theoretical and Empirical Research – Cross-sectional and Time-series Research – Research Process – Identification and Selection of Research Problems – Review of Literature – Research Gap Identification – AI Tools for Literature Search and Review – Identification of Variables – Literature Search Using Online Databases.

UNIT III – SAMPLE DESIGN AND MEASUREMENT**9**

Sampling Design – Probability and Non-probability Sampling Techniques – Determination of Sample Size – Measurement and Scaling Techniques – Types of Measurement Scales – Rating Scale – Ranking Scale – Arbitrary Scale – Consensus Scaling – Item Analysis – Cumulative Scales – Factor Scales – Multidimensional Scaling.

UNIT IV – DATA COLLECTION AND DATA ANALYSIS**9**

Data Collection – Primary and Secondary Data – Methods of Primary Data Collection – Interview – Questionnaire Design – Observation – Survey – Sources of Secondary Data – AI-enabled Data Collection and Sentiment Analysis – Pilot Study – Data Preparation – Data Coding – Data Entry – Introduction to SPSS – Descriptive Statistical Analysis Using SPSS – Interpretation of Results.

UNIT V – RESEARCH REPORT WRITING**9**

Significance of Research Report Writing – Types of Research Reports – Contents of a Research Report – Introduction – Research Methodology – Data Analysis and Interpretation – Findings – Conclusions – Recommendations – Appendices – Bibliography – Steps in Report Writing – Precautions in Report Writing – AI-assisted Academic Writing and Reference Management – Plagiarism Detection Tools – Research Ethics – Journal and Conference Paper Format – Identification of Indexed Journals – Referencing Styles (APA, MLA, IEEE).

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods**TEXT BOOKS:**

1. Chawla D and Sondhi N, “Research Methodology: Concepts and Cases”, 3rd Edition, Vikas Publishing House Pvt. Ltd., 2020
2. Bajpai N, “Business Research Methods”, 3rd Edition, Pearson India, 2023

REFERENCES:

1. Cooper D R, Schindler P S and Sharma J K, “Business Research Methods”, 14th Edition, McGraw Hill, 2022
2. Zikmund W G, Babin B J, Carr J C and Griffin M, “Business Research Methods”, 10th Edition, Cengage Learning, 2021
3. Sekaran U and Bougie R, “Research Methods for Business”, 8th Edition, Wiley, 2020

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations	
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments		
Individual Assignment	Written Test	Individual Assignment	Written Test			
40	60	40	60	200		
Total					40	60
					100	

P26MB206	BUSINESS ANALYTICS	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES

- Understand the fundamental concepts, tools, and applications of Business Analytics for effective decision-making.
- Develop analytical and problem-solving skills using descriptive, predictive, and prescriptive analytics techniques.
- Analyze business problems and support data-driven strategies through modern analytics methods and technology integration.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Interpret the fundamental concepts of Business Analytics, Big Data, machine learning, analytics frameworks, and data-driven decision-making for business applications.	Understand
CO2	Apply data exploration, pre-processing, descriptive statistics, feature engineering, and data visualization techniques to analyze business data effectively.	Apply
CO3	Analyze supervised learning techniques, including regression models and decision trees, to develop predictive models for business decision-making.	Analyze
CO4	Analyze unsupervised learning techniques, including clustering, association rule mining, market basket analysis, and text mining, to discover meaningful business insights.	Analyze
CO5	Analyze prescriptive analytics techniques, optimization models, Monte Carlo simulation, and AI-driven business analytics solutions to support strategic decision-making and organizational transformation.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3				1	2
CO2	1	3		2		2	3
CO3	2	3				1	2
CO4	1	3				1	2
CO5	1	2		3		1	2
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – FOUNDATIONS OF BUSINESS ANALYTICS**9**

Introduction to Business Analytics – Concept and Definition – Importance and Scope of Business Analytics – Value Creation through Data – Key Components of Analytics – Types of Analytics: Descriptive, Predictive, and Prescriptive Analytics – Big Data Concepts – Structured and Unstructured Data – Introduction to Machine Learning and its Types – Framework for Data-driven Decision-making – Applications of Business Analytics.

UNIT II – DATA EXPLORATION AND DESCRIPTIVE ANALYTICS**9**

Business Analytics Lifecycle – Data Collection – Data Preprocessing and Cleaning – Handling Missing Values – Data Normalization – Feature Engineering Techniques – Types of Data – Scales of Measurement – Descriptive Statistics: Measures of Central Tendency, Dispersion, and Shape – Skewness and Kurtosis – Central Limit Theorem – Data Visualization Techniques.

UNIT III – PREDICTIVE ANALYTICS: SUPERVISED LEARNING**9**

Concept of Supervised Learning – Regression Techniques: Multiple Linear Regression and Logistic Regression – Model Building and Validation – Prediction Using Regression Models – Decision Trees – Business Applications of Supervised Learning.

UNIT IV – PREDICTIVE ANALYTICS: UNSUPERVISED LEARNING**9**

Concept of Unsupervised Learning – Market Segmentation Techniques – Association Rule Mining – Market Basket Analysis – Clustering Techniques: K-Means Clustering and Hierarchical Clustering – Introduction to Text Mining – Business Applications of Unsupervised Learning.

UNIT V – PRESCRIPTIVE ANALYTICS AND BUSINESS APPLICATIONS**9**

Introduction to Prescriptive Analytics – Prescriptive Modelling Approaches – Linear Optimization Techniques – Monte Carlo Simulation – Developing an Analytics Capability Roadmap – AI-driven Business Transformation – Challenges in Data-driven Decision-making – Future Trends in Business Analytics.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXT BOOKS:

- Evans J R, “Business Analytics: Methods, Models and Decisions”, 3rd Edition, Pearson, 2023
- Dinesh Kumar U, “Business Analytics: The Science of Data-Driven Decision Making”, Wiley India, 2021

REFERENCES:

- Albright S C and Winston W L, “Business Analytics: Data Analysis and Decision Making”, 8th Edition, Cengage Learning, 2024
- Camm J D, Cochran J J, Fry M J, Ohlmann J W, Anderson D R, Sweeney D J and Williams T A, “Business Analytics”, 5th Edition, Cengage Learning, 2023
- Provost F and Fawcett T, “Data Science for Business”, 2nd Edition, O'Reilly Media, 2023

E-RESOURCES:

- Harvard Business Review, “Business Analytics”
- IBM, “Data and AI Blog”

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

PRE-REQUISITES

- ## COURSE OBJECTIVES

- COURSE OUTCOMES:**

CO PO MAPPING

[illegible]

P26MB222	DATA ANALYSIS AND BUSINESS MODELING	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

- Develop practical skills in decision modeling, data analysis, and statistical techniques for business problem-solving.
- Interpret data and identify relationships between variables through hypothesis testing and model building.
- Apply data visualization and analytical tools to effectively communicate insights and support decision-making

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Apply advanced Microsoft Excel functions, formulas, Pivot Tables, descriptive statistics, and forecasting techniques to organize, analyze, and interpret business data.	Apply
CO2	Apply SPSS to perform statistical analyses including frequency analysis, correlation, regression, Chi-square test, t-test, and ANOVA for business research and decision-making.	Apply
CO3	Analyze relationships among business variables using appropriate statistical techniques and interpret analytical results for managerial decision-making.	Analyze
CO4	Analyze optimization problems using POM software by applying Assignment and Linear Programming models to support operational and managerial decisions.	Analyze
CO5	Analyze business problems using data analysis, statistical modeling, and visualization techniques to recommend data-driven managerial solutions.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	–	–	2	–	–	–
CO2	–	3	2	–	–	2	–
CO3	–	2	3	–	2	–	2
CO4	–	–	3	3	–	–	2
CO5	–	–	2	3	3	–	3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

EXP.NO	DETAILS OF EXPERIMENTS	PERIODS
1	Excel advance functions (VLOOKUP, HLOOKUP, SUMIF, SUMIFS)	4
2	Excel advance functions	4
3	(COUNTIF, COUNTIFS, IF, IFERROR, DCOUNT)	4
4	Descriptive statistic using Excel	4
5	Forecasting using Excel	4
6	Pivot table	4
7	Introduction to SPSS	4
8	Correlation using SPSS	4
9	Regression using SPSS	4
10	Chi-Square Test using SPSS	4
11	Frequency using SPSS	4
12	ANOVA using SPSS	4
13	T-Test using SPSS	4
14	Assignment problem using POM	4
15	Linear Programming using POM	4
TOTAL PERIODS		60

REFERENCES

Hansa Lysander Manohar, "Data Analysis and Business Modeling using Microsoft Excel" PHI, 2017.

Wallace Wang, "Microsoft Office 2019 For Dummies", 1st Edition, Wiley, New Delhi, 2018.

David M. Levine et al, "Statistics for Managers using Msexcel", 6th Edition, Pearson, 2010.

Ellan F. Monk, Joseph A. Brady, Gerard S. Cook, "Problem - Solving Cases in Microsoft Access and Excel", 12th Edition, Cengage Learning, New Delhi, 2015.

SOFTWARE REQUIRED:

MS Office.

GTETL

SPSS.

EVALUATION PATTERN:

Continuous Internal Assessments		End Semester Examinations (practical)	
		Test/Report Evaluation	Presentation & Viva
Evaluation of students work, Observation, Record, etc.	Lab test (model practical)		
45(100)	15(100)	30(80)	10(20)
60		40	
Total		100	

III SEMESTER

P26MB301	STRATEGIC MANAGEMENT	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the concepts, principles, processes, and frameworks of strategic management and their role in achieving organizational goals and sustainable competitive advantage.
- Analyze the internal and external business environment and formulate appropriate corporate and business-level strategies for effective strategic decision-making.
- Evaluate strategy implementation, strategic control, innovation, technology, emerging business models, and global strategic issues in dynamic business environments.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Explain the concepts, principles, processes, stakeholders, vision, mission, objectives, corporate governance, and social responsibility in strategic management.	Understand
CO2	Apply environmental and competitive analysis tools such as Porter's Five Forces, SWOT, ETOP, and competency analysis to assess an organization's strategic position.	Apply
CO3	Analyze corporate-level and business-level strategies, including vertical integration, diversification, strategic alliances, and strategic frameworks for organizational growth.	Analyze
CO4	Evaluate strategy implementation, resource allocation, organizational structure, strategic control systems, and change management for effective execution of strategies.	Analyze
CO5	Assess strategic issues related to technology, innovation, non-profit organizations, digital business models, globalization, and emerging trends in strategic management.	Evaluate

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – STRATEGY AND STRATEGIC MANAGEMENT PROCESS 9

Conceptual Framework for Strategic Management – Concept of Strategy – Strategy Formation Process – Stakeholders in Business – Vision, Mission, and Purpose – Business Definition – Objectives and Goals – Corporate Governance – Corporate Social Responsibility – Strategic Decision-Making – Case Study.

UNIT II – COMPETITIVE ADVANTAGE 9

External Environment Analysis – Porter’s Five Forces Model – Organizational Capabilities and Competencies – Core Competencies – Low-Cost Strategy – Differentiation Strategy – Generic Building Blocks of Competitive Advantage – Distinctive Competencies – Sources of Competitive Advantage – Avoiding Strategic Failures – Sustaining Competitive Advantage – Case Study.

UNIT III – STRATEGIC ALTERNATIVES AND FORMULATION 9 Generic

Strategic Alternatives – Business-Level Strategies – Corporate-Level Strategies – Vertical Integration – Diversification – Strategic Alliances – Environmental Threat and Opportunity Profile (ETOP) – SWOT Analysis – GAP Analysis – McKinsey 7S Framework – GE Nine-Cell Matrix – Strategic Choice and Formulation.

UNIT IV – STRATEGY IMPLEMENTATION AND EVALUATION 9

Strategy Implementation Process – Resource Allocation – Designing Organizational Structure – Strategic Control Systems – Matching Structure and Control with Strategy – Implementing Strategic Change – Organizational Politics, Power, and Conflict – Strategic Evaluation – Techniques of Strategic Control – Performance Measurement and Corrective Action.

UNIT V – CONTEMPORARY STRATEGIC ISSUES 9

Managing Technology and Innovation – Strategic Issues for Non-Profit Organizations – New Business

MBA – R2026 – CBCS

Models – Strategies for the Internet Economy – Digital Business Strategies – Strategic Thinking – Recent Trends in Strategic Management – Strategic Management in a Globalized Economy – Emerging Strategic Challenges.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS

1. Anthony E. Henry, Understanding Strategic Management, 4th Edition, Oxford University Press, 2021.
2. Charles W. L. Hill, Melissa A. Schilling and Gareth R. Jones, Strategic Management: Theory & Cases: An Integrated Approach, 12th Edition, Cengage Learning.

REFERENCE BOOKS

1. John A. Pearce II, Richard B. Robinson and Amita Mital, *Strategic Management: Formulation, Implementation and Control*, 14th Edition, McGraw Hill Education.
2. Fred R. David and Forest R. David, *Strategic Management: Concepts and Cases – A Competitive Advantage Approach*, Pearson Education.
3. Michael A. Hitt, R. Duane Ireland and Robert E. Hoskisson, *Strategic Management: Concepts and Cases*, 12th Edition, Cengage Learning.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MB302	INTERNATIONAL BUSINESS MANAGEMENT	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the concepts, drivers, theories, and changing environment of international business and globalization.
- Analyze international trade, foreign investment, global market entry strategies, production systems, marketing practices, and foreign exchange mechanisms.
- Evaluate the strategic and managerial challenges of multinational corporations, including cross-cultural management, international human resource management, conflict resolution, and ethical decision-making.

COURSE OUTCOMES:

On completion of the course, the students will be able to		BT Mapped
CO1	Explain the concepts, drivers, environmental factors, globalization trends, and country attractiveness influencing international business.	Understand
CO2	Analyze international trade theories, foreign investment theories, WTO frameworks, regional trade blocs, and global competitiveness issues.	Analyze
CO3	Apply appropriate international market entry strategies, organizational structures, control mechanisms, and performance evaluation approaches for global business operations.	Apply
CO4	Analyze global production, marketing, supply chain, quality, pricing, and foreign exchange strategies for effective international business management.	Analyze
CO5	Analyze international human resource practices, cross-cultural management, conflict resolution, negotiation, and ethical decision-making in multinational organizations.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – AN OVERVIEW OF INTERNATIONAL BUSINESS**9**

Definition and drivers of International Business – Changing Environment of International Business – Country Attractiveness – Trends in Globalization – Effects and Benefits of Globalization.

UNIT II – INTERNATIONAL TRADE AND INVESTMENT**9**

Promotion of Global Business – Role of GATT/WTO – Multilateral Trade Negotiations and Agreements – VIII and IX Round Discussions and Agreements – Challenges for Global Business – Global Trade and Investment – Theories of International Trade – Theories of International Investment – Need for Global Competitiveness – Regional Trade Blocs – Types – Advantages and Disadvantages – Regional Trade Blocs across the Globe.

UNIT III – GLOBAL ENTRY**9**

Strategic Compulsions – Strategic Options – Global Portfolio Management – Global Entry Strategies – Different Forms of International Business – Advantages – Organizational Issues of International Business – Organizational Structures – Controlling International Business – Approaches to Control – Performance of Global Business – Performance Evaluation Systems.

UNIT IV – PRODUCTION, MARKETING AND FINANCIAL ASPECTS OF GLOBAL BUSINES**9**

Global Production – Location and Scale of Operations – Cost of Production – Standardization versus 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 – Disadvantages of International Business – Conflict in International Business – Sources and Types of Conflict – Conflict Resolution – Negotiation – Ethical Issues in International Business – Ethical Decision-Making.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods**TEXT BOOKS**

1. Ricky W. Griffin and Michael W. Pustay, *International Business: A Managerial Perspective*, 9th Edition, Pearson, 2021.
2. K. Aswathappa, *International Business*, 5th Edition, Tata McGraw Hill, New Delhi, 2012.

REFERENCE BOOKS

1. Charles W. L. Hill and G. Tomas M. Hult, *Global Business Today*, 11th Edition, McGraw-Hill Education, 2021.
2. S. Tamer Cavusgil, Gary Knight and John Riesenberger, *International Business: The New Realities*, 5th Edition, Pearson, 2020.
3. John D. Daniels and Lee H. Radebaugh, *International Business*, Pearson Education Asia, New Delhi, 12th Edition, 2015.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MB321	CAPSTONE PROJECT ACTIVITIES	Category: EEC				
		L	T	P	J	C
		0	0	0	4	2

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the principles of strategic management, business simulation, competitive advantage, and integrated business decision-making in dynamic business environments.
- Apply strategic frameworks, business assumptions, demand forecasting, financial analysis, and performance metrics to formulate and implement strategies through simulation.
- Evaluate the outcomes of strategic decisions, identify performance gaps, and develop corrective strategies through simulation-based learning, reflection, and real-world business application.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Explain the business environment, strategic objectives, competitive advantage, and key variables involved in strategic business simulation.	Understand
CO2	Apply strategic management frameworks, demand forecasting, financial analysis, and integrated decision-making techniques in simulated business situations.	Analyze
CO3	Analyze simulation results, market behaviour, financial performance, KPIs, and competitive information to assess the effectiveness of strategic decisions.	Apply
CO4	Analyze alternative strategies and their impact on marketing, operations, finance, competitiveness, and overall organizational performance.	Analyze
CO5	Create and refine integrated business strategies based on simulation outcomes, feedback, reflection, and mid-course corrections to achieve sustainable competitive advantage.	Evaluate

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

CAPSTONE SIMULATION ACTIVITIES

1. INTRODUCTION TO STRATEGIC SIMULATION

Course Overview – Business Scenario and Key Variables – Introduction to the Simulation Platform – Understanding the Business Environment – Strategic Decision-Making Process – Practice Round 1 – Practice Round 2 – Strategy Formulation Basics – Strategy Roadmap: Objectives, Scope and Competitive Advantage – Result Analysis and Doubt Clarification.

2. STRATEGY FORMULATION AND GROWTH HORIZONS

Creating Long-Term, Mid-Term and Short-Term Strategies – Business Analysis – Integrated Decision-Making Process – Actual Round 1 – DuPont Analysis – Interpretation of Business Performance – Reflection on Decision Outcomes.

3. BUSINESS ASSUMPTIONS AND DEMAND FORECASTING

Theory of Business Assumptions – Identifying Sound Business Assumptions – Demand Forecasting – Market Behaviour Analysis – Actual Round 2 – Decision-Making and Performance Review – Tactical Adjustments.

4. STRATEGIC FRAMEWORKS AND COMPETITIVE ANALYSIS

Overview of Major Strategic Frameworks – SWOT Analysis – Porter’s Five Forces – Value Chain Analysis – Application of Strategic Frameworks in the Simulation – Actual Rounds 3 and 4 – Performance Analysis – Feedback Loops and Strategic Adjustments.

5. METRICS-BASED DECISION-MAKING

Use of Metrics in Marketing, Operations and Financial Decisions – KPI Setting and Interpretation – Actual Rounds 5, 6 and 7 – Impact Analysis of Metrics on Performance – Strategy Refinement – Competitive Performance Analysis.

6. FINAL STRATEGIC REVIEW AND REFLECTION

Final Round 8 – Strategic Review – Lessons Learned – Reflection on Decisions, Outcomes and Corrections – Identification of Strategic Gaps – Mid-Course and Final Corrections – Linking Simulation Experience to Real-World Business Strategy.

REFERENCES

1. Henry Mintzberg, Bruce Ahlstrand and Joseph Lampel, *Strategy Safari*, 2nd Edition, Pearson Education, 2020.
2. A. A. Thompson, Margaret Peteraf, John E. Gamble and A. J. Strickland III, *Crafting and Executing Strategy*, 23rd Edition, McGraw Hill, 2022.
3. Pankaj Ghemawat, *Commitment: The Dynamic of Strategy*, Free Press.
4. *Harvard Business Review* articles on Business Simulation, Strategic Thinking and Decision-Making.

5. EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60		
Total 100					
				100	

P26MB322	SUMMER INTERNSHIP	Category: EEC				
		L	T	P	J	C
		0	0	0	4	2

Course Objective

- To provide practical exposure to organizational structure, functions, and business operations.
- To develop an understanding of managerial functions across marketing, finance, HR, and production domains.
- To enhance analytical, reporting, and professional communication skills through internship-based learning and documentation.

LIST OF EXPERIMENTS / EXERCISES**Internship Report Contents****I: Company Profile**

Introduction about the Company

II: Functional Areas of Management

Marketing Functions and Activities

Finance Functions and Activities

III: Operations and Internship Learning

Production Functions, Plant Layout, and Location

Analysis of Relevant Activities Undertaken During the Internship

Presentation of Findings using Charts, Tables, Graphs, and Diagrams

Internship Report Preparation and Presentation

REFERENCES / MANUAL /SOFTWARE:Summer Internship Guidelines.

P26MBP01	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the fundamental concepts, theories, legal frameworks, and institutional mechanisms of industrial relations and labour legislation in India.
- Analyze labour laws, trade union activities, collective bargaining, dispute resolution mechanisms, wages, working conditions, and social security provisions applicable to organizations.
- Apply labour legislation, compliance requirements, employee rights, and contemporary labour law provisions to address workplace issues and support effective workforce management.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Explain the concepts, approaches, institutions, and mechanisms of industrial relations and the role of trade unions in India.	Understand
CO2	Apply the provisions of labour legislation relating to wages, working conditions, employment, compensation, and employee welfare to workplace situations.	Apply
CO3	Analyze collective bargaining, industrial disputes, trade union activities, social security provisions, and employee protection mechanisms in organizational contexts.	Analyze
CO4	Apply labour law provisions, employee welfare measures, social security schemes, and protection practices to address workplace situations.	Apply
CO5	Assess the impact of labour law reforms, digitalization, HR analytics, and emerging employment practices on industrial relations and labour compliance.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INDUSTRIAL RELATIONS AND TRADE UNIONS

9

Concept, Scope, and Objectives of Industrial Relations – Importance and Approaches to Industrial Relations – Indian Industrial Relations System – Trade Unions: Concept, Objectives, Functions, and Types – Trade Union Legislation and Registration – Rights and Responsibilities of Trade Unions – Trade Union Recognition – Collective Bargaining – Issues and Challenges in Trade Unionism – Employee Relations in IT and Emerging Sectors.

UNIT II – LABOUR LEGISLATION: WAGES AND WORKING CONDITIONS

9

Genesis and Evolution of Labour Legislation in India – Principles Guiding Labour Legislation – Wages and Working Conditions – Code on Wages, 2019 – Minimum Wages and Payment of Wages – Payment of Bonus – Occupational Safety, Health and Working Conditions Code, 2020 – Working Hours, Leave, Health, Safety, and Welfare Measures – Historical Perspective of the Factories Act, 1948 – Relevance of Labour Regulations to Workforce Analytics and Wage Modelling.

UNIT III – EMPLOYMENT, TRAINING AND COMPENSATION

9

Industrial Employment and Standing Orders – Industrial Relations Code, 2020 – Apprentices Act, 1961 – Equal Remuneration and Equal Opportunity – Employees' Compensation Act, 1923 – Payment of Gratuity – Employment Conditions and Workplace Fairness – Employee Training and Apprenticeship – Compensation Practices – Workforce Diversity, Equality, and Fairness in Labour Analytics.

UNIT IV – SOCIAL SECURITY AND EMPLOYEE PROTECTION

9

Code on Social Security, 2020 – Employees' Provident Fund – Employees' State Insurance – Maternity Benefits – Gratuity and Employee Compensation – Contract Labour and Employment Conditions – Child and Adolescent Labour Protection – Social Security for Organized and Unorganized

Workers – Employee Welfare and Protection Measures – Analytics for Monitoring Labour Compliance and Employee Benefits.

UNIT V – EMERGING TRENDS AND TECHNOLOGY IN INDUSTRIAL RELATIONS AND LABOUR COMPLIANCE

9

Digitalization of Labour Law Compliance – Four Labour Codes and Labour Law Reforms – Code on Wages, 2019 – Industrial Relations Code, 2020 – Code on Social Security, 2020 – Occupational Safety, Health and Working Conditions Code, 2020 – HR Analytics in Industrial Relations – Technology-Based Compliance Management – Digital Grievance Redressal – Labour Compliance Reporting – Gig and Platform Workers – Emerging Employment Relationships – Future of Industrial Relations in the Digital Economy.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS

1. P. L. Malik, *Industrial Law*, Eastern Book Company, latest available edition.
2. S. C. Srivastava, *Industrial Relations and Labour Laws*, Vikas Publishing House, latest available edition.

REFERENCE BOOKS

1. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, *Industrial Relations and Labour Laws*, McGraw Hill Education, latest available edition.
2. S. N. Mishra, *Labour and Industrial Laws*, Central Law Publications, latest available edition.
3. Government of India, Ministry of Labour and Employment, *The Code on Wages, 2019; The Industrial Relations Code, 2020; The Code on Social Security, 2020; and The Occupational Safety, Health and Working Conditions Code, 2020.*

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MBP02	ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT	Category: PCC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the concepts, principles, models, and determinants of organizational design, change, and development.
- Analyze organizational change processes, resistance to change, organizational diagnosis, and OD interventions in diverse organizational contexts.
- Apply organizational development strategies, transformation models, innovation practices, organizational learning, and change initiatives to improve organizational effectiveness and sustainability.

COURSE OUTCOMES:

On completion of the course, the students will be able to		BT Mapped
CO1	Explain the principles, components, determinants, and structural dimensions of organizational design and their relationship with organizational effectiveness.	Understand
CO2	Apply organizational change models and change management techniques to address resistance and implement organizational change initiatives.	Apply
CO3	Analyze organizational development processes, diagnostic techniques, and feedback mechanisms to identify organizational problems and improvement areas.	Analyze
CO4	Apply human process, structural, technological, and strategic OD interventions to improve individual, group, and organizational effectiveness.	Apply
CO5	Analyze organizational life-cycle models, transformation strategies, organizational learning, innovation, intrapreneurship, and creativity for organizational sustainability.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – ORGANIZATIONAL DESIGN

9

Organizational Design – Determinants of Organizational Design – Components of Organizational Structure – Basic Challenges of Design – Differentiation – Integration – Centralization – Decentralization – Standardization – Mutual Adjustment – Mechanistic and Organic Structures – Impact of Technology and Environment on Organizational Design – Importance of Organizational Design – Success and Failure of Organizational Designs.

UNIT II – ORGANIZATIONAL CHANGE

9

Meaning and Nature of Organizational Change – Forces for Change – Change Agents – Change Process – Types and Forms of Change – Models of Organizational Change – Resistance to Change – Individual and Organizational Factors Influencing Resistance – Techniques for Overcoming Resistance – Change Management Programs – Job Redesign – Managing Change in Contemporary Organizations.

UNIT III – ORGANIZATIONAL DEVELOPMENT

9

Introduction to Organizational Development – Evolution of OD – Basic Values and Assumptions – Foundations of Organizational Development – OD Process – Managing the Phases of OD – Organizational Diagnosis – Diagnostic Process and Stages – Diagnostic Techniques – Questionnaires – Interviews – Workshops – Task Forces – Data Collection and Analysis – Feedback of Diagnostic Information.

UNIT IV – OD INTERVENTIONS

9

Human Process Interventions – Individual, Group, and Intergroup Interventions – Structural and Technological Interventions – Strategic Interventions – Sensitivity Training – Survey Feedback – Process Consultation – Team Building – Intergroup Development – Selecting and Implementing Appropriate OD Interventions.

UNIT V – ORGANIZATIONAL EVOLUTION AND SUSTENANCE

9

Organizational Life Cycle – Models of Organizational Transformation – Models of Organizational Decision-Making – Organizational Learning – Innovation – Intrapreneurship – Creativity – Organizational Adaptability – Human Resource Implications of Organizational Change – Strategies for Organizational Sustainability.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS

- 1 Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change*, Cengage Learning.
- 2 S. Ramnarayan, T. Venkateswara Rao and Kuldeep Singh, *Organization Development: Interventions and Strategies*, Sage Publications.

REFERENCE BOOKS

1. Wendell L. French, Cecil H. Bell Jr. and Veena Vohra, *Organization Development: Behavioral Science Interventions for Organization Improvement*, McGraw-Hill.
- 2 Donald L. Anderson, *Organization Development: The Process of Leading Organizational Change*, 5th Edition, Sage Publications, 2023.
- 3 Richard L. Daft, *Organization Theory and Design*, Cengage Learning, latest available edition.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MBP03	STRATEGIC HUMAN RESOURCE MANAGEMENT	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the concepts, models, principles, and strategic role of Human Resource Management in achieving organizational goals and sustainable competitive advantage.
- Analyze strategic HR practices, Human Resource Development, E-HRM, career management, and competency development in contemporary organizations.
- Apply strategic HR interventions, employee coaching and counselling practices, and HR systems to enhance employee performance and organizational effectiveness.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Explain the concepts, models, approaches, and strategic role of Human Resource Management in achieving organizational effectiveness and competitive advantage.	Understand
CO2	Apply strategic HRM and HRD frameworks, needs assessment, performance measures, and HRD practices to support organizational and business goals.	Apply
CO3	Analyze E-HRM practices, HRIS, digital recruitment, e-learning, e-performance management, and technology-enabled HR services in contemporary organizations.	Analyze
CO4	Apply career development systems, competency mapping, career management practices, and competency-based compensation to support employee growth and organizational performance.	Apply
CO5	Analyze employee coaching, counselling, performance support, health, and welfare programmes to determine their contribution to employee well-being and organizational effectiveness..	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – CONTEXT OF STRATEGIC HUMAN RESOURCE MANAGEMENT 9

Strategic Human Resource Management – Concept and Importance – SHRM Models – Strategic HRM versus Traditional HRM – Barriers to Strategic HRM – Adopting an Investment Perspective – Understanding and Measuring Human Capital – Human Side of Corporate Strategies – Strategic Work Redesign – Strategic Capability – Human Resource Benchmarking.

UNIT II – HUMAN RESOURCE DEVELOPMENT 9

Meaning and Importance of Human Resource Development – Strategic Framework for HRM and HRD – Vision, Mission, and Values – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD Practices – Measures of HRD Performance – Linkages between HRD, HR Strategy, and Business Goals – HRD Programme Implementation and Evaluation – Recent Trends in HRD – HRD Audit.

UNIT III – E-HRM 9

E-Employee Profiles – E-Recruitment and E-Selection – Virtual Learning and Orientation – E-Training and Development – E-Learning Strategies – E-Performance Management – E-Compensation Design – Mobile Applications in HR Functions – Development and Implementation of Human Resource Information Systems (HRIS) – Designing HR Portals – Employee Privacy Issues – Online Employee Surveys.

UNIT IV – CAREER AND COMPETENCY DEVELOPMENT 9

Career Concepts – Career Roles – Career Stages – Career Planning and Process – Career Development Models – Career Motivation and Enrichment – Managing Career Plateaus – Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency-Based Compensation.

UNIT V – EMPLOYEE COACHING AND COUNSELLING

9

Need for Coaching – Role of HR in Coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness – Need for Counselling – Role of HR in Counselling – Components of Counselling Programmes – Counselling Effectiveness – Employee Health and Welfare Programmes – Employee Well-being and Performance Support.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS

1. Paul Boselie, *Strategic Human Resource Management: A Balanced Approach*, McGraw-Hill Education.
2. Robert L. Mathis and John H. Jackson, *Human Resource Management*, Cengage Learning.

REFERENCE BOOKS

1. Randy L. DeSimone and Jon M. Werner, *Human Resource Development*, Cengage Learning, 7th Edition, 2016.
2. Feza Tabassum Azmi, *Strategic Human Resource Management*, 1st Edition, Cambridge University Press, 2021.
3. Nirmalya Bagchi, *Management Information Systems*, Vikas Publishing House, 2020.

EVALUATION PATTERN: Continuous Internal Assessments					End Semester Examinations	
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments		
Individual Assignment	Written Test	Individual Assignment	Written Test			
40	60	40	60	200		
Total					40	60
					100	

P26MBP04	TRAINING AND DEVELOPMENT	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the concepts, scope, objectives, and emerging trends in Training and Development and their role in enhancing employee and organizational performance.
- Analyze training needs assessment, instructional design, budgeting, implementation, and evaluation techniques for developing effective training programmes.
- Apply training and management development practices, including programmes for technical managers, to enhance employee competencies, leadership capabilities, and organizational performance.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Explain the concepts, objectives, scope, benefits, and emerging trends of training and development and their contribution to organizational effectiveness.	Understand
CO2	Apply organizational, task, person, and operational analysis techniques to identify training needs and formulate appropriate training requirements.	Apply
CO3	Analyze training design considerations, objectives, budgeting, instructional methods, and programme development processes for effective employee learning.	Analyze
CO4	Apply training implementation methods, evaluation instruments, evaluation designs, training audits, and effectiveness measures to improve training outcomes.	Apply
CO5	Analyze management development approaches and strategies for developing technical managers, managerial competencies, leadership capabilities, and organizational performance.	Analyze

CO PO	COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	MAPPING
	CO1	3					2		
	CO2		3				2		
	CO3			2					
	CO4	2		2		3			
	CO5		2			2	2		
	Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)								

UNIT I – CONCEPTS OF TRAINING

9

Training – Meaning, Concepts, and Objectives – Scope of Training – Training and Human Resource Development – Importance of Training – Benefits of Training to Organizations – Training as a Strategic HR Function – Current and Future Trends in Training and Development.

UNIT II – TRAINING NEEDS ANALYSIS

9

Training Needs Analysis – Importance and Process – Organizational Analysis – Task Analysis – Person Analysis – Requirement Analysis – Methods and Techniques of Training Needs Assessment – Training Needs Identification – Operational Analysis – Job Analysis – Competency-Based Training Needs Assessment.

UNIT III – TRAINING DESIGN

9

Training Design – Principles of Training Design – Prime Considerations in Designing Training Programmes – Factors Affecting Training Design – Identification of Training Needs and Objectives – Establishing Training Objectives – Selection of Training Content and Methods – Training Resources – Budgeting for Training – Designing Effective Training Programmes.

UNIT IV – EFFECTIVE IMPLEMENTATION AND EVALUATION

9

Training Process and Methods – Designing the Training Programme – Training Implementation – Training Policy and Plan – Types of Evaluation Instruments – Evaluation Design and Techniques –

Measuring Training Effectiveness – Training Evaluation Models – Training Audit – Suggestions for Making Training Programmes Effective.

UNIT V – MANAGEMENT DEVELOPMENT

9

Management Development – Meaning, Need, and Importance – Approaches to Management Development – Sources of Knowledge and Skills – Management Development Methods – Leadership and Managerial Competencies – Special Development Needs of Technical Managers – Strategies for Developing Technical Managers – Management Development and Organizational Performance.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS

1. James D. Kirkpatrick and Nancy J. Kirkpatrick, *Evaluating Training Programs: The Four Levels*, 3rd Edition, Berrett-Koehler Publishers.
2. Alan M. Saks and Robert R. Haccoun, *Managing Performance through Training and Development*, Cengage Learning.

REFERENCE BOOKS

1. Stephen L. Cohen, *The Training & Development Book: The Complete Guide to the Principles and Practice of Training*, Kogan Page, 2021.
2. Raymond A. Noe, *Employee Training and Development*, 8th Edition, McGraw-Hill, 2020.
3. P. Nick Blanchard and James W. Thacker, *Effective Training: Systems, Strategies, and Practices*, 6th Edition, Pearson Education, 2022.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MBP05	KNOWLEDGE MANAGEMENT AND INNOVATION	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the concepts, processes, frameworks, and strategic importance of Knowledge Management and Innovation Management in contemporary organizations.
- Analyze knowledge management tools, techniques, and technologies for capturing, organizing, sharing, and utilizing organizational knowledge to support decision-making and innovation.
- Apply knowledge management, organizational learning, leadership, and innovation practices to develop knowledge-driven enterprises and achieve sustainable competitive advantage

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Explain the concepts of knowledge economy, knowledge types, intellectual capital, knowledge management, and innovation and their contribution to organizational effectiveness.	Understand
CO2	Apply strategic knowledge management frameworks, leadership practices, learning organization principles, and KM metrics to align knowledge initiatives with organizational objectives.	Apply
CO3	Analyze knowledge audits, gap analysis, KM architectures, communities of practice, and knowledge-sharing mechanisms for effective organizational knowledge management.	Analyze
CO4	Apply statutory provisions and regulatory requirements relating to wages, employee insurance, workers' compensation, provident fund, and other employee benefits.	Apply
CO5	Analyze executive compensation, expatriate compensation, international compensation practices, and quantitative approaches to support strategic compensation decisions.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – FOUNDATIONS OF KNOWLEDGE AND INNOVATION 9

Knowledge Economy – From Data to Information to Knowledge – Types of Knowledge – Drivers of Knowledge Management – Intellectual Capital – Knowledge Society – Introduction to Innovation – Types and Levels of Innovation – Knowledge Management in Virtual Teams – Applications and Real-World Case Studies.

UNIT II – STRATEGIC ALIGNMENT OF KNOWLEDGE AND INNOVATION 9

Knowledge Management and Strategic Management – Creating KM Awareness and Articulation – Strategic Evaluation and Alignment – Agile Alignment Practices – Leadership for Knowledge Management – Role of Chief Knowledge Officer (CKO) – Building a Learning Organization – Knowledge Management Metrics – Measurement and Evaluation Systems.

UNIT III – DESIGNING KM ARCHITECTURE AND FRAMEWORKS 9

Knowledge Audit and Gap Analysis – Business Environment Analysis – Creating a Knowledge Management Team – KM System Blueprint Design – Tactical Approaches – Knowledge Portals – Communities of Practice (CoPs) – Capturing, Storing, Sharing, and Utilization of Organizational Knowledge – Implementation Challenges – Best Practices in KM Implementation.

UNIT IV – TECHNOLOGIES FOR KNOWLEDGE MANAGEMENT 9

Intranet and Groupware – Collaborative Intelligence Tools – Web 2.0 – Knowledge Portals – Social Media Integration – Knowledge Security – Ethical Considerations in Knowledge Management – Artificial Intelligence Applications in KM – Data Analytics and Knowledge Discovery – Selection of KM Packages and Platforms.

UNIT V – KNOWLEDGE SHARING AND INNOVATION CULTURE 9

Reward and Recognition Systems – Change Management for KM Adoption – Creating a Knowledge-Sharing Culture – Continuous Improvement – Knowledge Management Maturity Models – KM-Led Innovation Models – Innovation Culture – Benchmarking KM Success Stories from India and Global Organizations.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS

1. Morabito, Sack and Bhate, *Designing Knowledge Organizations: A Pathway to Innovation Leadership*, John Wiley & Sons, 2020.
2. Madan Mohan Rao, *Knowledge Management Tools and Techniques*, Elsevier, 2021.

REFERENCE BOOKS

1. Kimiz Dalkir, *Knowledge Management in Theory and Practice*, 4th Edition, MIT Press, 2023.
2. Irma Becerra-Fernandez and Rajiv Sabherwal, *Knowledge Management: Systems and Processes*, Routledge, latest available edition.
3. Elias M. Awad and Hassan M. Ghaziri, *Knowledge Management*, Pearson Education, latest available edition.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MBP06	COMPENSATION MANAGEMENT	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

Upon successful completion of the course, the students will be able to:

- Understand the concepts, principles, objectives, and contemporary practices of Compensation Management and their role in employee motivation, retention, and organizational performance.
- Analyze compensation strategies, job evaluation techniques, wage and salary administration, incentive systems, and reward practices for developing equitable and competitive compensation structures.
- Apply performance-based compensation, legal provisions, executive compensation, and international compensation practices to support effective compensation decisions in a dynamic business environment.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Explain the concepts, objectives, principles, types, and strategic importance of compensation management in organizations.	Understand
CO2	Apply job evaluation methods, wage and salary surveys, pay structures, salary matrices, and compensation strategies to develop equitable compensation systems.	Apply
CO3	Analyze performance management systems, performance measures, and incentive-based compensation plans including team compensation, gain sharing, profit sharing, and ESOPs.	Analyze
CO4	Apply statutory provisions and regulatory requirements relating to wages, employee insurance, workers' compensation, provident fund, and other employee benefits..	Apply
CO5	Analyze executive compensation, expatriate compensation, international compensation practices, and quantitative approaches to support strategic compensation decisions.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO COMPENSATION MANAGEMENT

9

Compensation – Meaning and Definition – Objectives of Compensation – Importance of Compensation Management – Conceptual Framework of Compensation Management – Principles of Compensation Formulation – Types of Compensation – Direct and Indirect Compensation – Financial and Non-Financial Rewards – Strategic Role of Compensation.

UNIT II – COMPENSATION PLANNING AND EVALUATION

9

Compensation Strategies – Contextual Similarities and Differences – Developing a Total Compensation Strategy – Compensation and Competitive Advantage – Job Evaluation Systems – Compensation Structure – Wage and Salary Surveys – Wage Curve – Pay Grades and Rate Ranges – Salary Matrix – Fixing Pay – Internal and External Equity – Significant Compensation Issues.

UNIT III – PERFORMANCE MANAGEMENT AND COMPENSATION STRUCTURE

9

Performance Management System (PMS) – Performance Objectives – Performance Indicators – Standards and Metrics – Effective Performance Modelling – Dimensions of Performance – Designing Pay-for-Performance Plans – Team Compensation – Gain-Sharing Incentive Plans – Enterprise Incentive Plans – Profit-Sharing Plans – Employee Stock Ownership Plans (ESOPs).

UNIT IV – LEGAL FRAMEWORK AND COMPENSATION

9

Legislative Framework for Compensation – Payment of Wages Act, 1936 – Employees’ State Insurance Act, 1948 – Employees’ Compensation Act, 1923 – Employees’ Provident Funds and Miscellaneous Provisions Act, 1952 – Statutory Benefits – Wage Protection – Social Security and Employee Benefits – Legal Compliance in Compensation Management.

UNIT V – EXECUTIVE AND INTERNATIONAL COMPENSATION

9

Executive Compensation – Concept and Elements – Components of Executive Compensation – Quantitative Tools for Compensation Decisions – Expatriate Compensation – Objectives of Expatriate Compensation – Elements of Expatriate Compensation Package – International Compensation Practices – Global Compensation Challenges – Laws and Regulations Relating to Compensation.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS

1. Morabito, Sack and Bhate, *Designing Knowledge Organizations: A Pathway to Innovation Leadership*, John Wiley & Sons, 2020.
2. Madan Mohan Rao, *Knowledge Management Tools and Techniques*, Elsevier, 2021.

REFERENCE BOOKS

1. Kimiz Dalkir, *Knowledge Management in Theory and Practice*, 4th Edition, MIT Press, 2023.
2. Irma Becerra-Fernandez and Rajiv Sabherwal, *Knowledge Management: Systems and Processes*, Routledge, latest available edition.
3. Elias M. Awad and Hassan M. Ghaziri, *Knowledge Management*, Pearson Education, latest available edition.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	100
Total				40	60
				100	

SEMESTER III : MARKETING

P26MBP07	RETAIL MARKETING	CATEGORY : PEC				
		L	T	P	J	C
		3	0	0	0	3

COURSE OBJECTIVES:

- To understand the retail marketing environment, retail formats, and consumer behavior in Indian and global contexts.
- To analyze retail decisions related to store operations, location, merchandising, pricing, and promotion.
- To evaluate emerging technologies, e-commerce trends, and contemporary challenges in retail management.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Understand the concepts, principles, functions, and significance of retail marketing and the retailing environment.	Understand
CO2	Apply retail marketing strategies related to market segmentation, target market selection, retail positioning, and customer relationship management.	Apply
CO3	Analyze consumer behaviour, retail buying patterns, store formats, location decisions, and factors influencing retail customer choices.	Analyze
CO4	Apply retail marketing mix strategies involving merchandise, pricing, promotion, store layout, visual merchandising, and retail distribution..	Analyze
CO5	Analyze emerging retail trends, digital retailing, e-commerce, technology-enabled retail practices, and challenges in the modern retail environment.	Analyze

CO PO MAPPING

[illegible]

UNIT-I GLOBAL AND INDIAN RETAILING TRENDS

09

Overview of global retailing – Emerging global retail formats – Challenges and opportunities – Retail trends in India – Growth drivers of Indian retail – Socio-economic and technological influences – Government of India policy implications on retailing – Foreign direct investment (FDI) in retail.

UNIT-II

RETAIL FORMATS AND BUSINESS MODELS

09

Classification of retail formats – Organized vs. unorganized retail – Specialty stores, supermarkets, hypermarkets, departmental stores, malls – Role of MNCs in Indian retail – Franchising and private labels – Online and omnichannel formats – Retail entrepreneurship.

UNIT III

STRATEGIC RETAIL DECISIONS

09

Retail location analysis – Store layout and atmospherics – Positioning and image building – Retail service quality management – Pricing strategies in retail – Retail supply chain management – Category management and merchandise planning – Vendor selection and buying.

UNIT IV

RETAIL OPERATIONS AND STORE MANAGEMENT

09

Visual merchandising – Space planning and allocation – Inventory management – Retail accounting and audits – Technology in retail operations – Retail advertising and promotions – Role of MIS and analytics – Digital retailing and automation – Self-checkout, RFID, AR/VR.

UNIT V

RETAIL SHOPPER BEHAVIOR AND CUSTOMER INSIGHTS

09

Shopper profile and segmentation – Shopping behavior models – Factors influencing retail shopping – Decision-making process – Complaints and loyalty management – Customer satisfaction and CRM – Personalization and AI in shopper analytics - Retail sales force management - Challenges in Retailing in India

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXTBOOK:

1. Kevin Lane Keller, Ambi M.G. Parameswaran and Isaac Jacob, "Retail Management: Building, Measuring, and Managing Brand Equity", 9th Edition, Pearson Education, New Delhi, 2015.
2. Mahim Sagar, Deepali Singh, D.P. Agarwal, Achintya Gupta.- Retail Management And Books Pvt. Ltd - (2009).

REFERENCE:

Christopher H. Lovelock & Jochen Wirtz, Retail Marketing: People, Technology, Strategy, World Scientific / Pearson, 9th Ed., 2023

J. E. G. Bateson & K. Douglas Hoffman, Retail Marketing: Concepts, Strategies & Cases, Cengage Learning, 6th Ed., March 2023

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

UNIT V **INTRODUCTION CONSUMER NEEDS** **9**

Motivation and consumer needs – Perception and information processing – Learning theories and consumer experiences – Attitudes, beliefs, and cognitive responses – Personality traits – Consumer self-concept and lifestyle influence

UNIT-II **EXTERNAL INFLUENCES ON CONSUMER BEHAVIOUR** **9**

Social class and culture – Cross-cultural consumer insights – Family life cycle and household decision-making – Reference groups – Opinion leadership – Role of communication and social media in shaping behavior

UNIT III **CONSUMER DECISION-MAKING MODELS** **9**

Traditional vs. Contemporary consumer behaviour models – Individual vs. industrial buying behaviour – Consumer decision-making process – Problem recognition to post-purchase – Innovation adoption and diffusion process

UNIT IV **INTRODUCTION TO NEUROMARKETING** **9**

Consumer neuroscience: Concept and applications – Role of brain mapping in marketing – Neuromarketing vs. traditional marketing research – Ethical issues and limitations – Conscious vs. unconscious processes in decision-making

UNIT V **TOOLS AND TECHNIQUES IN NEUROMARKETING** **9**

Attention and sensory mechanisms – Eye tracking and biometric tools – Emotional triggers and memory encoding – Role of sensory branding – Case studies in neuromarketing campaigns and their business impact

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXT BOOKS:

- 1 Leon G. Schiffman, S. Ramesh Kumar & Joseph Wisenblit, Consumer Behavior, Pearson Education, 12th Ed., 2024

REFERENCE BOOKS

- 1 Rajeev Roy, "Entrepreneurship", Oxford University Press, 2nd Edition, 2018.
- 2 Donald F Kuratko, T. V Rao. "Entrepreneurship: A South Asian perspective" Cengage Learning, 2016

1. EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	100
Total				40	60
				100	

UNIT -I	FOUNDATIONS OF SERVICES MARKETING	9
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Definition and unique characteristics of services – Nature and scope of service - Service Economy - Evolution and scope of service sector – Global and Indian service economy trends – Distinction between products and services – Challenges in services marketing – Service classification and service economy growth drivers.

UNIT-II SERVICE MARKETING ENVIRONMENT AND STRATEGIES 9

Service marketing opportunities – Classification of services - Segmentation, targeting, and positioning in services – Expanded marketing mix (7Ps) for services – Environmental analysis – Role of technology in service delivery – Emerging trends and global shifts in services marketing.

UNIT III	SERVICE DESIGN AND QUALITY MANAGEMENT	9
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Service design and blueprinting – Service lifecycle management – GAP model – Measuring service quality – SERVQUAL model – Role of customer feedback – New service development - Quality Function Deployment (QFD) in services.

UNIT IV	SERVICE DELIVERY AND COMMUNICATION	9
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Positioning of services - Designing service delivery systems – Pricing strategies and methods – Service marketing triangle – Demand and supply management – Integrated service communication strategies – Use of digital media and AI in service promotion.

UNIT V INDUSTRY-SPECIFIC SERVICE MARKETING STRATEGIES 9

Strategic approaches for health, tourism, hospitality, education, logistics, entertainment, online services, and public utilities – CRM and personalization in service industries – Use of analytics in enhancing service offerings

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXT BOOKS:

- 1 Jayanthi Ravikrishna K, Heritage of Tamils, Sri Krishna publications, First Edition, 2023
- 2 S. Priyadharshini, Heritage of Tamils, V. K. Publications

REFERENCE BOOKS

- 1 Christopher H. Lovelock & Jochen Wirtz, Services Marketing: People, Technology, Strategy, World Scientific / Pearson, 9th Ed., 2023
- 2 . J.E. G. Bateson & K. Douglas Hoffman, Services Marketing: Concepts, Strategies & Cases, Cengage Learning, 6th Ed., March 2023

1. EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	100
Total				40	60
				100	

P26MBP10	BRAND MANAGEMENT		CATEGORY: PEC			
		L	T	P	J	C
		3	0	0	0	3

Course Objective

- To understand the concepts, techniques, and strategies of brand management and branding.
- To analyze brand positioning, co-branding, brand adoption, and rebranding practices.
- To evaluate global branding strategies and their impact on the business environment.

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Understand the concepts, characteristics, principles, and significance of services marketing in different business contexts.	Understand
CO2	Apply service marketing concepts to service design, customer expectations, service quality, and customer relationship management.	Apply
CO3	Analyze consumer behaviour and factors influencing customer satisfaction and loyalty in service organizations.	Analyze
CO4	Apply the service marketing mix to develop appropriate strategies for delivering effective and customer-oriented services.	Apply
CO5	Analyze emerging trends, digital technologies, and contemporary challenges influencing service marketing and service delivery.	Analyze

CO PO MAPPING

[illegible]

Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)

UNIT I INTRODUCTION ABOUT BRANDS (9)

Basics Understanding of Brands - Definitions- Branding Concepts- Functions of Brand-Significance of Brands – Different Types of Brands-Cobranding-Store brands.

UNIT II BRAND STRATEGIES (9)

Strategic Brand Management process -Building a strong brand-Brand positioning-Establishing Brand values - Brand vision-Brand Elements-Branding for Global Markets-Competing with foreign brands.

UNIT III	BRAND COMMUNICATIONS	(9)
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Brand image Building- celebrities-Online Brand Promotions. Brand Loyalty programmes-Brand Promotion Methods-Role of Brand ambassadors,

UNIT IV	BRAND EXTENSION	(9)
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Brand Adoption Practices-Different type of brand extension-Factors influencing Decision for extension-Re-branding and re-launching.

UNIT V BRAND PERFORMANCE (9)

Measuring Brand Performance -Brand Equity Management - Global Branding strategies - Brand Audit - Brand Equity Measurement - Brand Leverage - Branding challenges & opportunities.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXTBOOKS:

Emmanuel Mogaji, Brand Management, An Introduction Through Story telling, Springer International Publishing, 1st Edition, 2021.

Kevin Lane Keller, Ambi M.G, Parameswaran, Isaac Jacob, Strategic Brand Management Building, Measuring, and Managing Brand Equity, Pearson, 5th Edition, 2019.

REFERENCES:

Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 5th Edition 2019.

Tapan K Panda, “Product and Brand Management”, 1st Edition, Oxford University Press, Noida, 2016.

Moorthi YLR, Brand Management- Iedition, Vikas Publishing House2012.

EVALUATION PATTERN:

Continuous Internal Assessments						End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments		
Individual Assignment	Written Test	Individual Assignment	Written Test			
40	60	40	60	200		
Total				40		60
				100		

UNIT I	UNIT I-PRINCIPLES OF ADVERTISEMENT	(9)
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Definition- Objectives- Importance- Functions- Principles of Effective Advertising- Advertising Challenges- Advertisement Agencies- Advertisement campaigns.

UNIT II	ADVERTISEMENT MEDIA	(9)
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Media Plan- Type and Choice Criteria- Reach and Frequency of Advertisements-Media Strategy and Scheduling. Design and Execution of Advertisements-Message development -Different Types of Advertisements-Measuring Impact of Advertisements.

UNIT III SALES PROMOTION (9)

Definition-Role and Importance of Sales Promotion-Objectives-Steps-Sales Promotion techniques- Consumer and Trade Promotions-Online Sales Promotions.

UNIT IV- PERSONAL SELLING & PUBLIC RELATIONS (9)

Personal selling: Meaning-Objectives-Types-Process of Personal Selling. Public Relations: Definition- Importance- Functions-Steps in Public Relation-PR Agencies- Emerging Trends in Integrated Marketing Communication.

UNIT V PUBLICITY (9)

Introduction-Meaning-Objectives-Types-Importance of Publicity-Difference between Public Relations and Publicity.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXT BOOKS:

George EBelch and Michel A Belch, Advertising and Promotion, Tata McGraw Hill,12thEdition,2022.

Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, 8th Edition, Prentice Hall of India, New Delhi, 2017.

REFERENCES:

J Craig Andrews, Terence A. Shimp “Advertising, Promotion and Other Aspects of Integrated Marketing Communications”, 10th Edition, Cengage Learning, New Delhi, 2017.

Philippe Malaval, Marie Helene Abbo, Muneesh Kumar, Jean Marc Decaudin, “Integrated Marketing Communication: Pent”, 4th Edition, Pearson India, Chennai, 2017.

Terence A. Shimp and J. Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 10th Edition, 2017.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	100
Total				40	60
				100	

MARKETING SEGMENTATION & CUSTOMER (9)

UNIT I VALUE ANALYSIS

Segmentation-Targeting-Positioning. Customer Value Analysis: Life Time Customer Value Calculation- Simulation Technique-Model for Customer Retention and Acquisition Spending- EXPERIMENTS: Generate a model for customer retention and acquisition spending using given data.

UNIT II PRODUCT ANALYTICS (9)

Identifying New Product Features using Con joint Analysis-Forecasting New Product Sales using S Curves- opemican Principle to Predict Duration of Future Sales-Attribute Preference Testing. experiments: Estimates demand Curves.

UNITIII PRICINGANALYTICS (9)

Pricing Techniques-Estimating Demand Curve and Optimizing Price-Prince Bundling-Nonlinear Pricing. EXPERIMENTS: Price bundling.

UNIT IV- DISTRIBUTION STRATEGY (9)

Distribution Channel Characteristics-Retail Location Selection-Channel Evaluation and Selection- Multi Channel Distribution- Distribution Channel Metrics. EXPERIMENTS: Market result analysis.

UNIT V PROMOTIONANALYTICS (9)

Estimating Promotion Budgets-Promotion Budget Allocation-Metrics for Traditional Media-Metrics for Social Media. EXPERIMENTS: Market result analysis.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXTBOOKS:

Mike Grigsby, "Marketing Analytics: A Practical Guide to Real Marketing Science", 2nd Edition, Kogan Page, 2020

Wayne L.Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel", 1st Edition, Wiley, New Delhi, 2018.

Stephen Sorger, "Marketing Analytics: Strategic Models and Metrics", 1st Edition, Admiral Press, UK, 2016.

REFERENCES:

Tommy Blanchard, "Data Science for Marketing Analytics", 1st Edition Packt Publishing, UK, 2019.

David A. Aaker, V. Kumar, Robert P. Leone, George S. Day, "Marketing Research", 1st Edition, Wiley, New Delhi, 2019.

Mike Grigsby, "Marketing Analytics", 2nd Edition, Kogan Page, UK, 2018.

EVALUATION PATTERN:

Continuous Internal Assessments						
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments		
Individual Assignment	Written Test	Individual Assignment	Written Test			End Semester Examinations
40	60	40	60	200	100	
Total				40	60	
				100		

SEMESTER – III

ELECTIVE: FINANCE

P26MBP13	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

COURSE OBJECTIVES

- Understand the concepts of financial markets, investment alternatives, and portfolio management.
- Analyze securities using valuation techniques, economic and industry analysis, and asset pricing models.
- Apply portfolio performance measures and risk–return principles to support effective investment decision-making.

COURSE OUTCOME

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Explain the concepts of investment, financial markets, investment alternatives, risk–return relationships, and securities trading mechanisms.	Understand
CO2	Apply fundamental and technical analysis techniques to evaluate securities and formulate appropriate investment strategies.	Apply
CO3	Analyze economic, industry, and company-level factors, along with market trends and efficiency, to support investment decisions.	Analyze
CO4	Evaluate portfolio risk and return using diversification, Markowitz Portfolio Theory, CAPM, APT, and Sharpe’s Single-Index Model.	Analyze
CO5	Apply portfolio performance measures and wealth management principles to develop portfolio revision strategies based on client profiles, risk tolerance, asset allocation, and investment goals.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT – I: INVESTMENT ENVIRONMENT AND FUNDAMENTALS

9

Concept of Investment from Financial and Economic Perspectives – Objectives and Key Characteristics of Investment – Classification of Investment Types – Investment Avenues: Equity, Debt Instruments, Mutual Funds, Gold, and Real Estate – Risk and Return Framework – Types of Risk: Market, Interest Rate, Inflation, Liquidity, Credit, and Portfolio Risk – Impact of Technological Advancements on Investment Practices – Evaluation of Investment Alternatives Using Risk–Return Trade-off.

UNIT – II: FINANCIAL MARKETS AND SECURITIES TRADING

9

Structure and Functions of Financial Markets – Market Segments and Key Participants – Regulatory Framework: Role of SEBI and RBI – Primary Market Processes: Initial Public Offerings (IPOs), Follow-on Public Offerings (FPOs), and Book-Building Mechanism – Indian Stock Exchanges – Secondary Market Operations – Trading Mechanisms and Order Types – Clearing and Settlement Procedures – Debt Market Instruments and Bond Markets – Recent Developments in Indian Capital Markets.

UNIT – III: FUNDAMENTAL ANALYSIS AND INVESTMENT APPROACHES

9

Economic Analysis and Forecasting Techniques – Role of Macroeconomic Indicators in Investment Decisions – Industry Analysis: Structure, Life Cycle, and Competitive Dynamics – Introduction to Company Analysis: Earnings, Growth Prospects, and Basic Valuation Concepts – Investment Styles: Growth Investing vs. Value Investing – Graham and Dodd Approach – Application of Economic Data in Formulating Investment Strategies.

UNIT – IV: TECHNICAL ANALYSIS AND MARKET EFFICIENCY

9

Principles of Technical Analysis – Charting Methods: Line, Bar, and Candlestick Charts – Trend Identification and Pattern Analysis – Use of Moving Averages and Oscillators – Market Indicators and Volume Analysis – Efficient Market Hypothesis (EMH): Forms and Implications – Random Walk Theory – Limitations of Market Efficiency – Introduction to Behavioural Finance.

UNIT – V: PORTFOLIO AND WEALTH MANAGEMENT

9

Portfolio Analysis and Diversification – Markowitz Modern Portfolio Theory – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Sharpe’s Single-Index Model – Portfolio Performance Evaluation: Treynor, Sharpe, and Jensen Measures – Portfolio Revision Strategies – Wealth Management Concepts: Client Profiling, Goal-Based Investing, Risk Tolerance Assessment, Asset Allocation Strategies, Basics of Retirement Planning – Role of Financial Advisors and Robo-Advisory Services.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods Total: 45 Periods

TEXTBOOKS

1. Donald E. Fischer and Ronald J. Jordan, *Security Analysis and Portfolio Management*, 8th Edition, PHI Learning, 2011.
2. Prasanna Chandra, *Investment Analysis and Portfolio Management*, 6th Edition, McGraw Hill, 2021.

REFERENCE BOOKS

1. Frank K. Reilly, Keith C. Brown, and Sanford J. Leeds, *Investment Analysis and Portfolio Management*, 12th Edition, Cengage Learning, 2024.
2. S. Kevin, *Security Analysis and Portfolio Management*, PHI Learning, 2015.
3. V. A. Avadhan, *Securities Analysis and Portfolio Management*, Himalaya Publishing House, 2013.

4. EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MBP14	BANKING AND FINANCIAL SERVICES	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

- Understand the structure and functioning of merchant banking and financial services in the Indian financial system.
- Analyze issue management, underwriting, advisory services, and other fee-based and fund-based financial services offered by merchant bankers.
- Apply financial service alternatives, regulatory requirements, and decision-making practices to address financial service needs in the Indian financial services sector.

COURSE OUTCOMES

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Explain the structure of the Indian financial system, the evolution of merchant banking, its functions, and the regulatory framework governing merchant bankers.	Understand
CO2	Apply issue management procedures, pricing mechanisms, book-building, underwriting, and regulatory requirements in public offerings.	Apply
CO3	Analyze the roles and responsibilities of merchant bankers in prospectus preparation, capital structure advisory, issue coordination, and post-issue activities.	Analyze
CO4	Evaluate fee-based financial services such as mergers and acquisitions advisory, portfolio management, credit syndication, credit rating, and mutual fund services.	Analyze
CO5	Apply financial evaluation and decision-making techniques to assess fund-based financial services, including leasing and hire purchase. .	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – OVERVIEW OF MERCHANT BANKING AND FINANCIAL SYSTEM 9

Introduction to Merchant Banking – Structure and Components of the Indian Financial System – Evolution and Growth of Merchant Banking in India – Functions and Responsibilities of Merchant Bankers – Regulatory Framework and Guidelines Issued by SEBI – Registration and Code of Conduct for Merchant Bankers – Role of Merchant Bankers in Capital Market Development.

UNIT II – ISSUE MANAGEMENT AND PUBLIC OFFERINGS

9

Public Issue Management Process – Mechanism of New Issue Market – Types of Securities Issued – Role and Responsibilities of Issue Managers – Marketing of New Issues – Pricing of Issues – Book-Building Mechanism – Underwriting of Securities – Post-Issue Activities – Legal and Regulatory Provisions Governing Issue Management.

UNIT III – FUNCTIONS AND RESPONSIBILITIES OF MERCHANT BANKERS 9

Preparation of Prospectus – Due Diligence and Disclosure Requirements – Underwriting of Securities – Advisory Services on Capital Structure Decisions – Coordination with Registrars, Brokers, and Advertising Agencies – Issue Management and Post-Issue Compliance – Role of Merchant Bankers in Corporate Restructuring – Overall Management of the Issue Process.

UNIT IV – FEE-BASED FINANCIAL SERVICES

9

Advisory Services in Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating Services – Role of Merchant Bankers in Mutual Funds – Corporate Advisory Services – Takeovers and Disinvestment – Buyback of Equity Shares – Other Fee-Based Financial Services.

UNIT V – FUND-BASED FINANCIAL SERVICES

9

Leasing and Hire Purchase Financing – Concepts and Types of Leasing – Operating Lease and Finance Lease – Hire Purchase Agreements – Differences Between Leasing and Hire Purchase – Financial Evaluation of Leasing and Hire Purchase – Lease Versus Buy Decision – Advantages and Limitations of Fund-Based Financial Services.

Contact Periods:

Lecture: 45 Periods Tutorial: - Practical: - Total: 45 Periods

TEXT BOOKS

1. K. Ravichandran, Merchant Banking and Financial Services, 2nd Edition, Himalaya Publishing House, 2021.
2. NISM, NISM's Merchant Banking – Certification Examination IX: Merchant Banking, Taxmann, 2023.

REFERENCE BOOKS

1. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, 4th Edition, Pearson Education. The publisher confirms the 4th edition and its coverage of banking and financial services, including risk management and technology-related developments.
2. M. Y. Khan, Financial Services, McGraw Hill, 10th Edition. Note: the publisher lists this edition as 2019, so it does not meet your “after 2020” requirement and should preferably be replaced.
3. Madhu Vij and Swati Dhawan, Merchant Banking and Financial Services, Tata McGraw-Hill Education.

EVALUATION PATTERN

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60		
Total				40	
				100	

P26MBP15	FINANCIAL MARKETS	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

- Understand the structure, functions, and components of Indian financial markets.
- Analyze the operations, instruments, and regulatory framework of capital, money, and derivative markets.
- Apply knowledge of investment avenues and emerging developments in mutual funds, venture capital, private equity, and foreign exchange markets to support financial decision-making.

COURSE OUTCOMES

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Explain the structure, functions, participants, instruments, and regulatory framework of Indian financial markets.	Understand
CO2	Analyze the functioning of primary capital markets, including IPOs, issue pricing, book building, intermediaries, and investor protection mechanisms.	Analyze
CO3	Evaluate secondary market operations, trading mechanisms, settlement systems, market indices, and the regulatory role of SEBI.	Evaluate
CO4	Analyze international financial instruments, foreign exchange markets, currency exposure, and strategies for managing international financial risks.	Analyze
CO5	Analyze country and political risks, financial risk management techniques, and emerging innovations such as fintech, algorithmic trading, and sustainable finance.	Analyze

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION TO FINANCIAL MARKETS

9

Financial System – Meaning, Functions and Components – Structure of the Indian Financial System – Financial Markets and Financial Institutions – Classification of Financial Markets – Money Market and Capital Market – Foreign Exchange Market – Derivatives Market – Participants in Financial Markets – Financial Intermediaries – Financial Instruments – Regulatory Framework – Role of RBI, SEBI and other regulatory institutions – Recent developments and innovations in Indian financial markets.

UNIT II – MONEY MARKET AND PRIMARY CAPITAL MARKET

9

Meaning and Functions – Characteristics – Participants – Money Market Instruments – Treasury Bills – Commercial Paper – Certificate of Deposit – Call Money – Commercial Bills – Repo and Reverse Repo – Role of RBI. Meaning and Functions – Public Issue – Initial Public Offering (IPO) – Follow-on Public Offer (FPO) – Rights Issue – Private Placement – Pricing of Securities – Fixed Price Method – Book Building Method – Role of Merchant Bankers – Credit Rating Agencies – Underwriting – SEBI Regulations – Investor Protection Measures.

UNIT III – SECONDARY MARKET AND SECURITIES TRADING

9

Secondary Market – Functions and Importance – Stock Exchanges in India – NSE and BSE – Listing of Securities – Trading Mechanism – Types of Orders – Electronic Trading – Clearing and Settlement – Depositories – Dematerialization and Rematerialization – Role of NSDL and CDSL – Market Intermediaries – Brokers and Sub-brokers – Market Indices – NIFTY and SENSEX – Index Construction and Computation – Market Efficiency – SEBI's Role in Regulating Secondary Markets – Investor Protection and Market Surveillance.

UNIT IV – INTERNATIONAL FINANCIAL MARKETS AND FOREIGN EXCHANGE

9

International Financial Markets – Global Capital Markets – International Money Market – International Bonds – Eurobonds – Floating Rate Notes (FRNs) – American Depositary Receipts (ADRs) – Global Depositary Receipts (GDRs) – Foreign Exchange Market – Participants and Structure – Spot Market –

Forward Market – Currency Swaps – Exchange Rate Determination – Currency Exposure – Transaction, Translation and Economic Exposure – Foreign Exchange Risk – Hedging Techniques – International Borrowing and Lending – Interest Rate Risk Management.

UNIT V – FINANCIAL RISK MANAGEMENT AND EMERGING MARKET TRENDS 9

Financial Risk – Market Risk – Credit Risk – Liquidity Risk – Operational Risk – Country Risk and Political Risk – Creditworthiness Assessment – Risk Measurement and Financial Risk Models – Futures and Options for Risk Management – Hedging Strategies – Fintech in Financial Markets – Digital Trading Platforms – Algorithmic and High-Frequency Trading – Artificial Intelligence in Financial Markets – Sustainable Finance – Green Bonds – ESG Investing – Regulatory Technology (RegTech) – Emerging Trends in Global Financial Markets.

Contact Periods:

Lecture: 45 Periods Tutorial: - Practical: - Total: 45 Periods

TEXT BOOKS

1. S. S. Somashekaraiah, “Indian Financial System and Markets”, Horizon Publishers, 2021.
2. Bodie Z, Kane A and Marcus A J, “Investments”, 13th Edition, McGraw Hill, 2023.

REFERENCE BOOKS

3. Viney C and Phillips P, “Financial Institutions, Instruments and Markets”, 9th Edition, McGraw Hill, 2022.
4. Pathak B V, “Indian Financial System: Markets, Institutions and Services”, 6th Edition, Pearson, 2023.
5. Saunders A, Cornett M and Erhemjamts O, “Financial Markets and Institutions”, 8th Edition, McGraw Hill, 2022.

EVALUATION PATTERN

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MBP16	INTERNATIONAL FINANCE	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

- Understand the structure and functioning of foreign exchange markets, exchange rate systems, and international financial flows.
- Analyze exchange rate determination, balance of payments, international capital movements, and foreign exchange risk management techniques.
- Apply international financing decisions, financial instruments, and financial strategies to address financial requirements in a global business environment.

COURSE OUTCOMES

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Explain the structure, functions, participants, and operations of foreign exchange markets and international financial systems.	Understand
CO2	Analyze balance of payments, international trade flows, capital flows, and regulatory mechanisms governing international financial transactions.	Analyze
CO3	Apply exchange rate theories to interpret exchange rate movements and international financial relationships.	Evaluate
CO4	Evaluate different types of foreign exchange exposure and select appropriate techniques for managing international financial risks.	Analyze
CO5	Apply knowledge of international financing sources, financial instruments, and strategies to make effective financing decisions in a global business environment.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – FOREIGN EXCHANGE MARKETS

9

Foreign Exchange Market – Structure, Functions and Participants – Foreign Exchange Rates and Quotations – Direct and Indirect Quotations – Spot Exchange Rate – Forward Exchange Rate – Bid–Ask Spread – Cross Exchange Rates – Foreign Exchange Arbitrage – Types of Arbitrage – Foreign Exchange Market Operations – Role of Banks and Financial Institutions.

UNIT II – INTERNATIONAL FLOWS OF FUNDS

9

Balance of Payments – Meaning, Structure and Components – Current Account – Capital Account and Financial Account – Balance of Payments Disequilibrium – International Trade Flows – Factors Influencing International Trade – International Capital Flows – Foreign Direct Investment (FDI) – Foreign Portfolio Investment (FPI) – Foreign Institutional Investment (FII) – External Commercial Borrowings (ECB) – Participants in International Financial Transactions – International Payment Systems – Foreign Exchange Management Act (FEMA) – Regulatory Framework for International Transactions.

UNIT III – EXCHANGE RATE DETERMINATION

9

Exchange Rate Determination – Factors Influencing Exchange Rates – Purchasing Power Parity (PPP) Theory – Interest Rate Parity (IRP) Theory – Fisher Effect – International Fisher Effect (IFE) – Comparison of PPP, IRP and IFE – Covered and Uncovered Interest Rate Parity – Exchange Rate Forecasting – Foreign Exchange Swaps – Applications of Exchange Rate Theories in International Financial Decisions.

UNIT IV – FOREIGN EXCHANGE EXPOSURE AND RISK MANAGEMENT 9

International Financial Risks – Foreign Exchange Risk – Types of Foreign Exchange Exposure – Transaction Exposure – Translation Exposure – Economic Exposure – Measurement of Foreign Exchange Exposure – Foreign Exchange Risk Management – Internal and External Hedging Techniques – Forward Contracts – Futures Contracts – Currency Options – Currency Swaps – Money Market Hedge – Selection and Evaluation of Hedging Strategies.

UNIT V – INTERNATIONAL FINANCING AND FINANCIAL STRATEGIES 9

International Financing Decisions – Sources of International Finance – Role of Banks in International Trade and Finance – Short-Term and Long-Term International Financing – Trade Finance – Letter of Credit – Bank Guarantee – International Bank Loans – Eurocurrency Market – International Bonds – Eurobonds and Foreign Bonds – International Equity Financing – Cost of International Financing – Evaluation and Selection of Financing Sources – Financing Strategies of Multinational Corporations – Emerging Trends in International Finance

Contact Periods:

Lecture: 45 Periods Tutorial: - Practical: - Total: 45 Periods

TEXT BOOKS

1. Madura J, “International Financial Management”, 13th Edition, Cengage Learning, 2021.
2. Eun C S and Resnick B G, “International Financial Management”, 9th Edition, McGraw Hill, 2021.

REFERENCE BOOKS

1. Shapiro A C and Moles P, “International Financial Management”, 11th Edition, Wiley Publications, 2023.
2. Eun C S and Resnick B G, “International Financial Management”, 8th Edition, Tata McGraw Hill, 2021.
3. Eiteman D K, Stonehill A I and Moffett M H, “Multinational Business Finance”, 16th Edition, Pearson Education, 2022.

EVALUATION PATTERN

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

P26MBP17	FINANCIAL ANALYTICS	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

- Understand the concepts, tools, and applications of financial analytics in financial decision-making.
- Analyze financial data using predictive models, time-series techniques, and statistical methods for forecasting and risk assessment.
- Apply advanced analytical techniques, optimization methods, and data-driven approaches to solve financial problems and support strategic decision-making

COURSE OUTCOMES

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped
CO1	Explain the concepts, sources, preprocessing techniques, and applications of financial data analytics using tools such as Excel, SPSS, R, and Python.	Understand
CO2	Apply regression and classification models to analyze financial data and support financial decision-making.	Apply
CO3	Analyze advanced predictive models and machine learning techniques for solving financial problems and generating data-driven insights.	Analyze
CO4	Analyze time-series forecasting models for analyzing stock price behaviour and predicting financial trends.	Analyze
CO5	Apply prescriptive analytics, optimization techniques, sensitivity analysis, and goal programming to formulate and solve financial decision-making problems.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – FINANCIAL ANALYTICS – BASICS

9

Financial Analytics – Need and Importance – Data in Finance – Sources of Financial Data – Types of Financial Data – Pre-processing of Financial Data – Data Cleaning and Transformation – Applicability of Analytical Tools – Excel, SPSS, R, and Python – Exploratory Data Analysis in Finance.

UNIT II – SIMPLE PREDICTIVE MODELS

9

Simple Predictive Models for Finance – Linear Regression – Ridge Regression – Lasso Regression – Logistic Regression – Linear Discriminant Analysis – Model Development and Interpretation – Applications of Predictive Models in Finance.

UNIT III – ADVANCED PREDICTIVE TOOLS

9

Advanced Predictive Tools – Naïve Bayes Model – K-Nearest Neighbours (KNN) – Neural Networks – Decision Trees – Ensemble Models – Support Vector Machines (SVM) – Model Selection and Evaluation – Applications of Machine Learning in Finance.

UNIT IV – TIME SERIES FORECASTING

9

Time Series Analysis – Stock Price Behaviour – Components of Time Series – Stationarity – Forecasting Models – Single Exponential Smoothing – Holt's Model – Holt-Winters Model – ARMA – ARIMA – Auto ARIMA – Model Selection – Forecast Performance Evaluation.

UNIT V – PRESCRIPTIVE ANALYTICS

9

Prescriptive Analytics – Need and Applications – Linear Programming – Formulation of Financial Optimization Problems – Sensitivity Analysis – Optimization Techniques – Goal Programming – Applications of Prescriptive Analytics in Financial Decision-Making.

Contact Periods:

Lecture: 45 Periods Tutorial: - Practical: - Total: 45 Periods

Text Book

- 1 Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, *An Introduction to Statistical Learning with Applications in R*, 2nd Edition, Springer, 2021.
- 2 Wes McKinney, *Python for Data Analysis*, 3rd Edition, O'Reilly Media, 2022.

REFERENCE BOOKS

Reference Book

- 1 Galit Shmueli, Peter C. Bruce, Peter Gedeck, Nitin R. Patel and Kenneth C. Lichtendahl Jr., *Data Mining for Business Analytics: Concepts, Techniques, and Applications in Python*, Wiley.
- 2 Trevor Hastie, Robert Tibshirani and Jerome Friedman, *The Elements of Statistical Learning: Data Mining, Inference, and Prediction*, 2nd Edition, Springer.
- 3 David K. Eiteman, Arthur I. Stonehill and Michael H. Moffett, *Multinational Business Finance*, Pearson Education, 2022.

EVALUATION PATTERN

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MBP18	BEHAVIOURAL FINANCE	Category: PEC				
		L	T	P	J	C
		4	0	0	0	4

PRE-REQUISITES

- Nil

COURSE OBJECTIVES

- Understand the principles of behavioural finance, security prices, market efficiency, and investor decision-making under uncertainty.
- Analyze psychological biases, heuristics, emotions, group behaviour, and behavioural theories influencing investment decisions.
- Apply behavioural finance concepts to identify arbitrage opportunities, formulate behavioural portfolio strategies, and support managerial decision-making in financial markets.

COURSE OUTCOMES

COURSE OUTCOMES:		BT Mapped
On completion of the course, the students will be able to		
CO1	Explain the role of security prices, market efficiency, equilibrium models, investment decisions under uncertainty, and the foundations of behavioural finance.	Understand
CO2	Apply behavioural finance concepts to identify psychological biases, heuristics, emotions, forecasting errors, and group behaviour affecting investment decisions.	Apply
CO3	Analyze behavioural and decision-making theories, including Prospect Theory, Behavioural Portfolio Theory, SP/A Theory, and behavioural paradoxes.	Analyze
CO4	Analysis arbitrage opportunities, long–short trading strategies, transaction costs, short-selling costs, fundamental risk, and noise-trader risk in financial markets.	Analyze
CO5	Apply the influence of behavioural factors, market timing, investor horizons, institutional factors, and managerial biases on corporate financial decisions.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					2	
CO2		3				2	
CO3			2				
CO4	2		2		3		
CO5		2			2	2	
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

UNIT I – INTRODUCTION

9

Role of Security Prices in the Economy – Efficient Market Hypothesis (EMH) – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Equilibrium Expected Return Models – Investment Decisions under Uncertainty – Introduction to Neoclassical Economics – Expected Utility Theory – Return Predictability in Stock Markets – Limitations to Arbitrage.

UNIT II – DECISION-MAKING BIASES

9

Information Screening Bias – Heuristics and Behavioural Biases of Investors – Bayesian Decision-Making – Cognitive Biases – Forecasting Biases – Emotion and Neuroscience in Investment Decisions – Group Behaviour – Investing Styles – Behavioural Finance and Investment Decision-Making.

UNIT III – DECISION AND BEHAVIOURAL THEORIES

9

Nash Equilibrium – Keynesian Beauty Contest – Prisoner's Dilemma – Monty Hall Paradox – St. Petersburg Paradox – Allais Paradox – Ellsberg Paradox – Prospect Theory – Behavioural Portfolio Theory – SP/A Theory – Applications of Behavioural Decision Theories in Financial Markets.

UNIT IV – ARBITRAGEURS

9

Definition and Role of Arbitrageurs – Long–Short Trading Strategies – Risk versus Investment Horizon – Transaction Costs and Short-Selling Costs – Fundamental Risk – Noise-Trader Risk – Professional Arbitrage – Destabilizing Informed Trading – Arbitrage Opportunities and Market Efficiency.

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 – Behavioural Influences on Corporate Financial Decisions – Managerial Biases and Investment Decisions – Behavioural Factors in Corporate Strategy.

Contact Periods:

Lecture: 45 Periods Tutorial: - Practical: - Total: 45 Periods

TEXT BOOKS

- 1 John R. Nofsinger, *The Psychology of Investing*, Routledge, 6th Edition, 2019.
- 2 Lisa F. Ackert and Richard Deaves, *Behavioral Finance: Psychology, Decision-Making, and Markets*, Cengage Learning, 2nd Edition, 2019.

REFERENCE BOOKS

- 1 Andrei Shleifer, *Inefficient Markets: An Introduction to Behavioral Finance*, Oxford University Press, 2000.
- 2 Richard H. Thaler, *Advances in Behavioral Finance*, Princeton University Press.
- 3 Daniel Kahneman, *Thinking, Fast and Slow*, Penguin Books, 2011.

EVALUATION PATTERN

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

SEMESTER III

P26MBP19	SERVICES OPERATIONS MANAGEMENT	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To understand the nature, classification, and characteristics of services and service operations.
- To analyse service design, service quality measurement, and service facility planning.
- To develop strategies for managing demand, capacity, and overall service performance.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Apply a strategic service vision considering the competitive environment and generic strategies.	Understand
CO2	Develop and retain customers using various service strategies.	Analyze
CO3	Analyze service processes to identify opportunities for productivity improvement.	Apply
CO4	Evaluate different expansion strategies, including franchising and globalization, for service operations.	Understand
CO5	Assess the impact of different service facility layouts on operational efficiency.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	2	2	1	2	1	3	1
CO3	2	2	2	2	2	3	2
CO4	3	2	1	1	2	3	1
CO5	3	3	3	2	3	2	3

Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)

SYLLABUS:

UNIT I INTRODUCTION

Services – Importance, Role in Economy, Service Sector – Growth; Nature of Services – Service Classification, Service Package, Distinctive Characteristics, Open-Systems View; Service Strategy – Strategic Service Vision, Competitive Environment, Generic Strategies, Winning Customers.

UNIT II SERVICE DESIGN

9

New Service Development – Design Elements, Service Blueprinting, Process Structure, Service Encounter – Triad, Creating Service Orientation, Service Profit Chain; Front-office Back-office Interface – Service Decoupling. Technology in Services – Self-service, Automation, E-commerce, E-business, Technology Innovations.

UNIT III SERVICE QUALITY

Service Quality – Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality Service by Design, Service Recovery, Service Guarantees. Process Improvement – Productivity Improvement, DEA, Quality Tools, Benchmarking.

UNIT IV SERVICE FACILITY

Supporting Facility – Servicescapes, Facility Design – Nature, Objectives, Process Analysis, Service Facility Layout. Service Facility Location – Considerations, Facility Location Techniques – Metropolitan Metric, Euclidean, Centre of Gravity, Retail Outlet Location, Location Set Covering Problem. Vehicle Routing and Scheduling.

UNIT V MANAGING CAPACITY AND DEMAND

Managing Demand – Strategies; Managing Capacity – Basic Strategies, Supply Management Tactics, Operations Planning and Control; Yield Management; Inventory Management in Services – Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing Systems, Psychology of Waiting; Managing for Growth – Expansion Strategies, Franchising, Globalization.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: 15 Periods

Total: 45 Periods

TEXT BOOKS:

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

REFERENCES:

1. Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2018
2. Cengiz Haksever, Barry Render, Service Management, Pearson Education, 2013.

3. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
4. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	100
Total				40	60
				100	

SEMESTER III

P26MBP20	PROJECT MANAGEMENT	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To understand the concepts, principles, and processes of project management.
- To analyse project scheduling, resource allocation, and the roles and responsibilities of project managers.
- To apply quantitative techniques and decision-making tools to solve real-world management problems

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Apply project management principles in business situations.	Understand
CO2	Analyse scheduling and resource allocation describe project evaluation.	Analyse
CO3	Analyse scheduling and resource allocation and risk associated with the project.	Apply
CO4	Identify the role and the importance of project manager in the organization.	Understand
CO5	Demonstrate planning and budgeting, managing conflict which helps to take effective decisions.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	2	2	1	2	1	3	1
CO3	2	2	2	2	2	3	2
CO4	3	2	1	1	2	3	1
CO5	3	3	3	2	3	2	3

Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)

SYLLABUS:

UNIT I INTRODUCTION TO PROJECT MANAGEMENT

9

Project Management – Definition, Life Cycles, Key Features of Project, Project Selection Methods, Project Portfolio Process, Project Formulation, Project Manager – Roles, Responsibilities and Selection, Project Teams.

UNIT II PLANNING AND BUDGETING AND RISK MANAGEMENT

9

The Planning Process – WBS (Work Breakdown Structure) and Linear Responsibility Chart; Budget the Project – Methods; Cost Estimating and Improvement; Stakeholder Identification, Analysis and Communication Planning; Managing Risks – Concepts, Identification, Assessment and Response Planning.

UNIT III SCHEDULING & RESOURCE ALLOCATION

9

PERT & CPM Networks – Tools for Project Network; Crashing and Resource Leveling Methods; Leadership Styles and Skills; Problem-Solving Skills; Project Uncertainty – Simulation; Gantt Charts; Expediting a Project; Resource Loading and Leveling; Allocating Scarce Resources; Goldratt's Critical Chain.

UNIT IV CONTROL AND COMPLETION

9

The Plan-Monitor-Control cycle - Data Collecting and reporting - Project Control - Designing the control system. Project Evaluation, Auditing and Termination.

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT

9

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

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods Practical: - Periods **Total: 45 Periods**

TEXT BOOKS:

1. John M. Nicholas, Herman Steyn, "Project Management for Business, Engineering and Technology", 6th Edition, Routledge, USA, 2020.
2. Kerzner H., "Project management: A Systems Approach to Planning, Scheduling and Controlling", 12th Edition, Wiley, New Delhi, 2017.

REFERENCES:

1. Erik Larson, Clifford Gray, "Project management: The managerial Process", 7th Edition, McGraw Hill Education, New Delhi, 2017.
2. Jack R. Meredith, "Project Management: A Managerial Approach", 10th Edition, Wiley, New Delhi, 2017..

3. Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

SEMESTER III

P26MBP21	SUPPLY CHAIN ANALYTICS	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To understand the fundamentals of supply chain analytics and its role in improving supply chain performance.
- To analyse warehouse, inventory, and transportation models for effective supply chain management
- To apply analytical and multi-criteria decision-making techniques in supply chain management applications.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	To gain knowledge on understanding of supply chain analytics fundamentals.	Understand
CO2	To impart knowledge for ability to design warehouse models to enhance supply chain performance	Analyse
CO3	To impart the knowledge on ability to analyze models and strategies in inventory management	Apply
CO4	To impart knowledge to understand network models in transportation	Understand
CO5	To impart knowledge on ability to make decision using multi-criteria in applications of SCM	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	2	2	1	2	1	3	1
CO3	2	2	2	2	2	3	2
CO4	3	2	1	1	2	3	1
CO5	3	3	3	2	3	2	3

Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)

UNIT I	INTRODUCTION	9
Introduction to analytics - descriptive, predictive and prescriptive analytics, Data Driven Supply Chains - Basics, transforming supply chains, Barriers to implementation, Road Map.		
UNIT II	WAREHOUSING DECISIONS	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.		

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: - Periods **Total: 45 Periods**

TEXT BOOKS:

1. Vinod V. Sople, *Logistics Management*, Pearson Education, 2004.
2. Arnold, *Introduction to Materials Management*, Pearson Education, 2009.
3. Grewal B. S., *Higher Engineering Mathematics*, 44th Edition, Khanna Publishers, New Delhi, 2017.

REFERENCES:

1. Frazelle, *World Class Warehousing & Material Handling*, Tata McGraw-Hill, 2008.
2. Satish K. Kapoor and Purva Kansal, *Basics of Distribution Management – A Logistical Approach*, Prentice Hall.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	60
				100	

SEMESTER III

P26MBP22	WAREHOUSE MANAGEMENT	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To learn the basic concepts and decisions involved in warehousing.
- Explore the role of inventory in the supply chain, understand different types of inventory systems, and learn about inventory costs and the need for inventory.
- To impart knowledge on various inventory control methods, and learn to manage warehousing operations using Warehouse Management Systems (WMS).

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	To learn the basic concepts and decisions involved in warehousing	Understand
CO2	Explore the role of inventory in the supply chain, understand different types of inventory systems, and learn about inventory costs and the need for inventory	Analyse
CO3	To impart knowledge on Understand various inventory control methods, and learn to manage warehousing operations using Warehouse Management Systems(WMS)	Apply
CO4	To gain knowledge of material handling systems, including principles, performance measures, and equipment types, as well as specialized handling for refrigerated warehouses and cold chain logistics.	Understand
CO5	To learn about modern warehousing methods, including automated storage and retrieval systems, barcoding, and RFID technology, and understand their applications and advantages in the logistics industry.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	2	2	1	2	1	3	1
CO3	2	2	2	2	2	3	2
CO4	3	2	1	1	2	3	1
CO5	3	3	3	2	3	2	3

Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)

1. SYLLABUS

UNIT I — INTRODUCTION TO WAREHOUSING 9

Introduction to Warehousing - Basic Warehousing Decisions - Warehouse Operations - Types of Warehouses - Functions - Centralized & Decentralized - Storage Systems - Warehousing Cost Analysis - Warehouse Layout - Characteristics of Ideal Warehouse.

UNIT II — INVENTORY MANAGEMENT 9

Inventory: Basic Concepts - Role in Supply Chain - Role in Competitive Strategy - Independent Demand Systems - Dependent Demand Systems - Functions - Types - Cost - Need for Inventory - Just in Time.

UNIT III — INVENTORY CONTROL 9

Inventory Control - ABC Inventory Control - Multi-Echelon Inventory Systems - Distribution Requirement Planning - Bullwhip Effect - Using WMS for Managing Warehousing Operations.

UNIT IV — MATERIALS HANDLING 9

Principles and Performance Measures of Material Handling Systems - Fundamentals of Material Handling - Various Types of Material Handling Equipment - Types of Conveyors - Refrigerated Warehouses - Cold Chain - Agri SCM.

UNIT V — MODERN WAREHOUSING METHODS 9

Modern Warehousing - Automated Storage & Retrieval Systems & Their Operations - Bar Coding Technology & Applications in Logistics Industry - RFID Technology & Applications - Advantages of RFID.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods Practical: - Periods **Total: 45 Periods**

TEXT BOOKS

1. Vinod V. Sople, *Logistics Management*, Pearson Education, 2004.
2. Arnold, *Introduction to Materials Management*, Pearson Education, 2009.
3. Grewal B. S., *Higher Engineering Mathematics*, 44th Edition, Khanna Publishers, New Delhi, 2017.

REFERENCES

1. Frazelle, *World Class Warehousing & Material Handling*, Tata McGraw-Hill, 2008.
2. Satish K. Kapoor and Purva Kansal, *Basics of Distribution Management - A Logistical Approach*, Prentice.
3. Satish K. Kapoor and Purva Kansal, *Marketing Logistics - A Supply Chain Approach*, Pearson Education, 2003.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	100
Total				40	60
				100	

SEMESTER III

P26MBP23	LEAN MANUFACTURING	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To understand the principles and concepts of lean manufacturing for improving productivity and operational efficiency.
- To analyse quality control, process improvement, Kanban systems, and cost reduction techniques in manufacturing.
- To apply lean manufacturing tools and visual management practices for continuous improvement

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Apply the key requirements and concepts of lean manufacturing for improving productivity in business operations.	Understand
CO2	Identify and analyze the potential enterprise issues associated while implementing lean principles for industries.	Analyze
CO3	Select and design appropriate primary tools and techniques for controlling quality and improving manufacturing process.	Apply
CO4	Design appropriate secondary tools and techniques for improving productivity and customer satisfaction.	Understand
CO5	Implement and execute lean practices and culture to manufacturing and service industry.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	2	2	1	2	1	3	1
CO3	2	2	2	2	2	3	2
CO4	3	2	1	1	2	3	1

CO5	3	3	3	2	3	2	3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

SYLLABUS

UNIT I INTRODUCTION TO LEAN 9

Evolution of Lean Manufacturing - Lean Principles - Framework of Lean Processes - Lean Production - 7 Hidden Wastes - Concepts of Cycle Time and Takt Time - Process Mapping - The Lean Enterprise - Lean and Green Manufacturing - Toyota Production System.

UNIT II PRACTICES OF JUST IN TIME INVENTORY AND LEAN PRODUCTION 9

Just-in-Time Inventory - Characteristics of JIT - Lean Production - Pull Production - Toyota Production System - Heijunka - Point of Use Storage - Cellular Layout - Focused Factory - Supermarket - Case Studies - Industry 5.0.

UNIT III LEAN CONCEPTS AND TOOLS 9

Kaizen Events - 5S Housekeeping - Poka Yoke - SMED - Kanban System - Visual Workplace - One-Piece Flow - Gemba - Andon - Shadow Board - Jidoka - Catch Ball - FMEA - Zero Defects - Design of Experiments - Root Cause Analysis - Standardized Work - Value Stream Mapping.

UNIT IV LEAN MANUFACTURING THROUGH TPM 9

Principles of TPM - 8 TPM Pillars - Jishu Hozen - Planned and Quality Maintenance - Kobetsu Kaizen - 6 Big Losses - TPM in Office Functions - Overall Equipment Efficiency - OEE Goals - TPM Implementation.

UNIT V LEAN IN SERVICE SECTOR 9

Lean Wastes in Service - Financial Sector - Marketing Sector - Retailing - Healthcare & Hospitality Sector - Lean Office - Lean Suppliers - Internet of Things - IoT for Lean Production.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: - Periods **Total: 45 Periods**

TEXT BOOKS

1. S. R. Devadasan, *Lean and Agile Manufacturing*, PHI, 2021.
2. Arun Desai, *Lean Manufacturing: Perspectives and Application*, IUP, 2020.

REFERENCES

1. Pascal Dennis, *Lean Production Simplified*, 3rd Edition, Productivity Press/CRC Press, London, 2022.
2. Dennis P. Hobbs, *Lean Manufacturing Implementation: A Complete Execution Manual for Any Size Manufacturer*, 1st Edition, eBook, Boca Raton: J. Ross Publishing, Incorporated, 2022.
3. Jeffrey Liker, *The Toyota Way*, 1st Edition, McGraw Hill Education, New Delhi, 2021.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

SEMESTER III

P26MBP24	SIX SIGMA	Category: BSC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To understand the principles, tools, and deployment requirements of Six Sigma.
- To analyze customer-focused quality improvement processes, including Six Sigma analysis and improvement stages.
- To apply quality control techniques and Six Sigma methodologies to enhance organizational performance and customer satisfaction.

COURSE OUTCOMES:

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	To Learn the elements of successful deployment, including personnel requirements and the development of training plans based on training needs analysis	Understand
CO2	To Emphasize the importance of customer focus in Six Sigma projects.	Analyze
CO3	To learn about the analysis and improvement stages of six sigma.	Apply
CO4	To impart the quality control charts	Understand
CO5	To implementing Six Sigma methodologies to enhance quality, efficiency, and customer satisfaction in various business processes, ultimately contributing to their organization's success.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	2	2	1	2	1	3	1
CO3	2	2	2	2	2	3	2
CO4	3	2	1	1	2	3	1
CO5	3	3	3	2	3	2	3

Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)

UNIT I — INTRODUCTION TO SIX SIGMA

9

Deployment Strategy - Six Sigma - Difference between Six Sigma and TQM - Elements of Successful Deployment - Personnel Requirement - Training Plan - Training Needs Analysis - Focusing the Deployment - Customer Focus - Project Selection.

UNIT II — DEFINE AND MEASURE STAGE

9

Define Stage - Objectives - Project Definition - Top-Level Process Definition - Team Formation - Measure Stage - Process Definition - Metric Definition - Process Baseline Estimation.

UNIT III — ANALYSIS AND IMPROVE STAGE

9

Analyze Stage - Value Stream Analysis - Analyzing the Sources of Variation - Determining Process Drivers - Improve Stage - Defining New Process - Assessing the Benefits of Proposed Solution - Evaluating Process Failure Modes - Implementation and Verification.

UNIT IV — CONTROL STAGE AND SIX SIGMA MEASUREMENTS

9

Control Stage - Standardize on the New Methods - Measure Bottom Line Impact - Document Lessons Learned - Six Sigma Measurements - Converting Defect Rates to Sigma Quality Level Units - Rolled Throughput Yield - Six Sigma Relationships - Process Cycle Time.

UNIT V — CONTROL CHARTS

9

Introduction to Control Chart - Selection of Control Charts - Variable Control Charts - X & R Charts - Attribute Control Charts - p, np, u and c.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: - Periods

Total: 45 Periods

TEXT BOOKS

1. Paul Keller, *Six Sigma Demystified*, Tata McGraw Hill, 2022.
2. Peter S. Pandey, *The Six Sigma Way*, S. Chand & Co., 2020.

REFERENCES

1. Jay Arthur, *Lean Six Sigma Demystified*, Tata McGraw Hill, 2021.
2. Eugene L. Grant, Richard S. Leavenworth, *Statistical Quality Control*, Tata McGraw Hill, 2020.

3. Roderick A. Munro, Govindarajan Ramu and Daniel J. Zrymiak, *The Certified Six Sigma Green Belt*.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

UNIT -I **HISTORY OF AVIATION** **9 HOURS**

Evolution of Aviation – Early stage and Later stage - International conventions: Paris Convention
- Chicago Convention – ICAO and Annexures –Freedom of air – Phonetic Alphabet & Terminology –
Introduction to World Time zone - Development of Air transportation in India-
Case Study: The Evolution of Aviation

UNIT-II **INTRODUCTION TO AIRCRAFT SCIENCE** **9 HOURS**

History of Aircraft – Difference between Aircraft and Airplane – Aircraft Manufacturers –
Classification of Airplanes – Classification and Parts of an Aircraft – definitions – Basic Science
behind the Flight – Mechanics of the Flight- **case study: Continuous Improvement:** Ongoing
research and development are essential to improve aircraft performance and safety.

UNIT III **STAKE HOLDERS IN CIVIL AVIATION** **9 HOURS**

Airport – Classification: Organizational structure and functions – **Airline industry:** AOC, NSOP,
classification, Permits and approval, Basic operation models, Hub and Spoke, Commercial Airlines,
Military aviation, General Aviation – **Aerospace Company:** Design, Manufacturing and Maintenance –
MRO: Aircraft Maintenance - Organization Structure – **ATC:** organizational structure - Roles, ATC
units, Functions, Controlled Aerodrome – **GHA:** Roles and Functions-**case study:** Airlines are central
to civil aviation, operating scheduled and charter flights to transport passengers and cargo discuss
airlines role on it.

UNIT IV **REGULATORY BODIES IN AVIATION** **9 HOURS**

ICAO – IATA – MoCA – DGCA – AAIB – BCAS and CISF – AAI – Other regulatory bodies
[EASA, FAA] Introduction, Responsibility and Functions-**case study:** Balancing safety with
industry growth, adapting to technological advancements, and harmonizing global standards.

UNIT V **AIRCRAFT INCIDENTS AND ACCIDENTS INVESTIGATION** **9 HOURS**

Case studies and practical exercises on Air crash investigation – Introduction to Accident Investigation
– Investigation techniques and methodology – Human factors in Accident investigation - Technical
aspects of air crash investigation – Legal and ethical aspects-case study:

KLM Flight 4805 and Pan Am Flight 1736, March 27, 1977

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS:

- 1 Graham, A. (2021). Managing Airports, Oxford
- 2 Young, S. B., & Wells, A. T. (2023). Airport Planning & Management, Seventh Edition.

REFERENCE BOOKS

- 1 Kounis, L. (2020). Aviation and the Airline Industry IATA Ground Operations Manual.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

UNIT I	INTRODUCTION TO AVIATION ENVIRONMENTAL MANAGEMENT	9 HOURS
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Definition and Scope of Aviation Environmental Management-Environmental Challenges in Aviation: Climate change, air quality, noise pollution - Regulatory Frameworks and International Standards: ICAO, FAA, EU regulations - Sustainability in Aviation: Principles and practices – **Case Study:** Environmental impact assessment of a major international airport expansion project

UNIT II ENVIRONMENTAL IMPACT ASSESSMENT IN AVIATION 9 HOURS

Understanding Environmental Impact Assessment (EIA) in Aviation - Methods and Tools for Environmental Impact Assessment - Case Study: Environmental impact of aircraft emissions on local air quality - **Case Study:** Noise analysis and community response to airport operations.

UNIT III	SUSTAINABLE PRACTICES IN AVIATION OPERATIONS	9 HOURS
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Sustainable Aviation Fuel (SAF) and Alternative Energy Sources - Green Airport Design and Operations -Carbon Offsetting and Reduction Schemes for International Aviation (CORSIA) - **Case Study:** Implementation of sustainable practices in a major airline.

UNIT IV	AVIATION AND CLIMATE CHANGE	9 HOURS
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Aviation's Contribution to Climate Change - Mitigation Strategies: Technology advancements, operational efficiencies - Policy Implications and Carbon Pricing in Aviation - **Case Study:** The impact of CORSIA on global aviation emissions reduction.

UNIT V	REGULATORY COMPLIANCE AND MANAGEMENT STRATEGIES	9 HOURS
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Compliance with Environmental Regulations - Environmental Management Systems (EMS) in Aviation - Strategic Environmental Planning and Management - **Case Study:** Implementation of EMS at a regional airport.

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXT BOOKS:

- 1 Daley, B. (2020). Air Transport and the Environment. Routledge
- 2 Vasigh, B., & Fleming, K. (2020). Introduction to Air Transport Economics. Routledge

REFERENCE BOOKS

- 1 Agarwal, R. K. (2020). Environmental Impact of Aviation and Sustainable Solutions. BoD – Books on Demand

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

UNIT I **INTRODUCTION TO AVIATION TOURISM** **9 HOURS**

History and Development of Aviation Tourism- Evolution of air travel- Milestones in aviation tourism- Aviation Tourism Industry Overview- Key players and stakeholders- Economic impact of aviation tourism- Regulatory Framework- International aviation organizations- National aviation authorities and regulations- **Case Study:** Evolution of a Major Airline

UNIT II **AIRLINE OPERATIONS AND MANAGEMENT** **9 HOURS**

Airline Business Models- Full Service Carriers Vs Low Cost Carriers- Charter Airlines- Airline Scheduling and Route Planning- Flight scheduling process- Hub-and-spoke vs. point-to-point networks- Airline Marketing and Sales- Marketing strategies in aviation- Distribution channels-

Case Study: Successful Low-Cost Carrier

UNIT III **AIRPORT OPERATIONS AND SERVICES** **9 HOURS**

Airport Management and Operations- Airport layout and design- Passenger and cargo operations- Airport Services and Facilities- Passenger services- Ground handling services- Safety and Security in Airports- Security protocols and regulations- Emergency response and management- **Case**

Study: Major Airport Hub Operations

UNIT IV **AVIATION TOURISM PRODUCTS AND SERVICES** **9 HOURS**

Tour Packages and Itineraries- Designing aviation-based tour packages- Popular aviation tourism destinations- In-Flight Services- Onboard service management- Passenger experience and satisfaction- Special Interest Aviation Tourism- Airshows and exhibitions- Adventure tourism-

Case Study: Development of a Unique Aviation Tourism Product

UNIT V **CURRENT TRENDS AND FUTURE DIRECTIONS IN AVIATION TOURISM** **9 HOURS**

Technological Innovations- Impact of technology on aviation tourism- Future trends- Challenges and Opportunities- Case Studies and Best Practices- Successful aviation tourism models- Lessons learned from global aviation tourism trends- **Case Study:** Impact of COVID-19 on the Aviation

Tourism Industry

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS:

- 1 Goeldner, C. R., & Ritchie, J. B. (2019). TOURISM PRINCIPLES, PRACTICES,
- 2 PHILOSOPHIES, 10TH ED. John Wiley & Sons

REFERENCE BOOKS

- 1 Suseelan, S. (2019). Airline Airport & Tourism Management. Notion Press.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60		
Total				40	
				100	

UNIT I	INTRODUCTION TO REVENUE MANAGEMENT	9 HOURS
Overview of Revenue Management- History and Evolution- Fundamental Concepts- Revenue Management Systems- Key Performance Indicators (KPIs) Case Study: The Evolution of Revenue Management at American Airlines		
UNIT II	MARKET ANALYSIS AND DEMAND FORECASTING	9 HOURS
Market Analysis- Demand Forecasting- Seasonality and Trends- Data Analytics- Capacity Management Case Study: Southwest Airlines' Approach to Demand Forecasting and Market Analysis		
UNIT III	PRICING STRATEGIES AND TECHNIQUES	9 HOURS
Pricing Strategies and Techniques- Dynamic Pricing- Price Discrimination- Competitive Pricing-Promotional Pricing. Case Study: Ryanair's Dynamic Pricing Model and Competitive Strategy		
UNIT IV	REVENUE MANAGEMENT TOOLS AND TECHNIQUES	9 HOURS
Inventory Control - Fare Class Management- Revenue Optimization Models- Ancillary Revenue Management- Ancillary Revenue Management. Case Study: Delta Air Lines' Use of Technology in Revenue Management		
UNIT V	STRATEGIC REVENUE MANAGEMENT AND FUTURE TRENDS	9 HOURS
Strategic Revenue Management - Customer Relationship Management (CRM)- Ethical Considerations- Globalization and Revenue Management- Future Trends- Block Chain Technology- Big Data and Advanced Analytics- Sustainability and Environmental Considerations-		

Contact Periods:

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

TEXT BOOKS

1. Hayes, D. K., Hayes, J. D., & Hayes, P. A. (2021). *Revenue Management for the Hospitality Industry*. John Wiley & Sons.

REFERENCE BOOKS

1. Cross, R. G. (2017). *Revenue Management*. Broadway.
2. Schwind, M. (2019). *Dynamic Pricing and Automated Resource Allocation for Complex Information Services*. Springer Science & Business Media.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

Introduction to Aviation Law - Role of international conventions treaties- Paris Convention on Air Navigation 1919- Birth of Indian Air Companies- Aircraft Act 1934- Aircraft Rules 1937- Nationalization of Air Services- International Airport Authority in India

Chicago conference- Rules for Air Navigation- Liberalization of International Air- Bermuda Agreement transportation- Application of GATT Principles to International Air Transportation- Environmental Protection Measures-India and Bilateral Services Agreement.

Liability of the Carrier under the Indian Carriage by Air Act 1972- Warsaw Convention 1929- International Carriage- Hague Protocol 1955- Montreal Interim Agreement 1966- Guatemala City Protocol 1971

Introduction- Privatization- Privatization -Policy issues- Current Situation- Air Space Management in India-, Regulatory Compliance- Air Space Management in India

Past - present - Future Overview – Air law and Aviation Policy in India- Air Routes and Aerodromes in India - Aviation Security- Development of Civil Aviation and Air law and Policy in India- Development of Aviation in India- Future Outlook for National Airlines

Lecture: 45 Periods Tutorial: - Periods Practical: Periods **Total: 45 Periods**

Speciale, R. C. (2020c). Fundamentals of Aviation Law. McGraw Hill Professional.

1 Bartsch, R. (2018b). *International Aviation Law*. Routledge

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

UNIT -I	INTRODUCTION TO AVIATION OPERATIONS	9 HOURS
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MANAGEMENT

Overview of the Aviation Industry- Key stakeholders- Role of the stakeholders- Principles of Aviation Operation Management- Definition and Scope- Functions and Responsibilities- Aviation Regulatory Environment- Aviation regulations- Key regulatory bodies- Airline Business Model- Current Trends and Future Directions in Aviation- **Case Study:** The Rise of Emirates Airline

UNIT-II	AIRPORT OPERATIONS MANAGEMENT	9 HOURS
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Airport Planning and Design- Capacity Designing & Planning- Airport Operations- Ground Handling- Airport Security and Safety- Emergency Planning- Crisis Management- Revenue Sources- Cost Management- **Case Study:** Changi Airport's Excellence in Airport Management

UNIT III	AIRLINE BUSINESS MANAGEMENT	9 HOURS
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Airline Business Models- Full Service Models Vs Low Cost Carriers- Revenue Management and Pricing Strategies- Flight Operations- Scheduling- Performance Metrics- Safety and Security in Airline Operations- Customer Service in Airlines- **Case Study:** Southwest Airlines' Operational Efficiency

UNIT IV	AVIATION LOGISTICS & SUPPLY CHAIN	9 HOURS
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Role of logistics in aviation- Air cargo operations- Supply Chain in Aviation- Inventory management and control- Supplier relationship management- Technology in Aviation Logistics- Automation and digitization- Future trends in aviation logistics- Risk Management in Aviation

Logistics- Case Study: FedEx's Air Cargo Operations

UNIT V	STRATEGIC MANAGEMENT IN AVIATION	9 HOURS
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Strategic Planning and Analysis- Strategic management process- SWOT, PESTEL- Competitive strategies- Leadership styles and their impact- Organizational culture- Change management- Role of innovation- Managing technological change- Future challenges and opportunities- Impact of global trends- **Case Study:** Delta Airlines' Strategic Turnaround

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: Periods

Total: 45 Periods

TEXT BOOKS:

- 1 Meijer, G. (2020). Fundamentals of Aviation Operations. Routledge.
- 2 Cook, G. N., & Billig, B. (2019a). Airline Operations and Management. Taylor & Francis.

REFERENCE BOOKS

- 1 Ishrat, S. I., Khan, Z. A., & Siddiquee, A. N. (2023). Introduction to Aviation Operations Management. CRC Press

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

SEMESTER III LOGISTICS MANAGEMENT

P26MBP31	BASICS OF DOMESTIC LOGISTICS	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To provide a comprehensive understanding of domestic logistics systems and transportation infrastructure in India, including various transportation modes, warehousing systems, logistics networks, and third-party logistics operations.
- To develop knowledge and skills in logistics operations and management, covering freight pricing, Service Level Agreement (SLA) management, logistics documentation, operational efficiency, and supply chain coordination.
- To familiarize students with risk management, logistics insurance, information technology systems, and emerging trends in domestic logistics, enabling them to address contemporary challenges and opportunities in the logistics sector.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Apply the concepts, modes, trends, and economic importance of domestic logistics in India.	Understand
CO2	Analyze geographical factors and logistics infrastructure supporting domestic logistics.	Analyze
CO3	Analyse transportation and network design concepts for efficient logistics operations.	Apply
CO4	Evaluate warehousing systems and operational processes in domestic logistics.	Understand
CO5	Evaluate documentation, pricing, risk management, insurance, and claims procedures in logistics.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	3	3	1	2	1	3	1
CO3	3	3	2	2	2	3	2
CO4	2	3	1	1	2	3	1
CO5	2	2	3	2	3	2	3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

SYLLABUS:

UNIT I Introduction to Domestic Logistics

9

Domestic Logistics – Key Trends and Drivers – PM Gati Shakti National Master Plan (PMGS) – Importance of Domestic Logistics to the Economy – Industry Size and Contribution to GDP – Industries using Domestic Logistics – Modes of Transportation: Road, Rail, Domestic Air Transportation, Inland Waterways, and Coastal Shipping – Major Road Corridors in India.

UNIT II Geography and Logistics Infrastructure

Geography of India for Logistics – Bharat Mala Project – Multi-Modal Logistics Parks – Important Cities and Domestic Airport Corridors – Third Party Logistics (3PL) – Logistics Service Providers – Transportation, Warehousing, Distribution Centers, Fulfilment Centers – Reverse Logistics – Contract Logistics

UNIT III Transportation and Network Design

9

Road Transportation – Types of Vehicles and Fleet Operations – Types of Loads: FTL, LTL, PTL – Operational Efficiency and Customer Satisfaction – Cross Border Road Transport to Bangladesh and Nepal – Related Documentation and Customs Procedures – Network Design – Transport Models – Milk Run – Warehouse Location – Last Mile and First Mile Connectivity – Feeder and Linehaul Operations.

UNIT IV Warehousing and Logistics Operations

9

Warehousing – Meaning, Characteristics, Types, Functions, and Benefits – Cross Docking – Warehouse Management Systems (WMS) – ASRS – Packaging and Cargo Handling – ODC and DG Cargo Handling – Value Added Services – Shipment Records – Demurrage and Related Costs – Cargo Custodian Rights – Tracking Systems and POD.

UNIT V Documentation, Pricing and Risk Management

9

Invoice and Packing List – E-Way Bill – E-POD – Lorry Receipt, Railway Receipt and Airway Bill – Importance of HSN and GST – Freight Pricing – Weight vs Volume – Negotiation of Freight Rates – SLA and Escalation Matrix – Risk Cover – Liabilities of 3PL – Insurance and Claims Process.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: - Periods

Total: 45 Periods

TEXT BOOKS:

1. Raghuram and N. Rangaraj, Logistics and Supply chain Management – Leveraging Mathematical and Analytical Models: Cases and Concepts, New Delhi: Macmillan, 2000.
2. Janat Shah, Supply Chain Management, Pearson Education India, 2009.

REFERENCES:

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
2. Michael B Stroh, Practical Guide to Transportation and Logistics, Logistics Network, 2016
3. Alan Rushton, John Oxley, Handbook of Logistics & Distribution Management, Kogan Page Publishers, 2010

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MBP32	EXPRESS & E-COMMERCE LOGISTICS	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To provide a comprehensive understanding of the courier, express, and e-commerce logistics industry, including shipment routing, delivery operations, and distribution systems.
- To develop knowledge and skills in managing logistics operations, covering pricing strategies, contracting procedures, courier documentation, and reverse logistics management.
- To familiarize students with e-commerce fulfilment models and logistics network design, enabling them to understand modern supply chain practices and efficient order fulfilment processes.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Analyse the evolution, trends, market structure, and digital transformation of the courier and express logistics industry.	Understand
CO2	Apply suitable shipment, routing, serviceability, POD, manifest, and reverse logistics practices in courier operations.	Analyze
CO3	Apply network and operational strategies to improve TAT, route efficiency, load factor, first-mile, last-mile, and fleet performance.	Apply
CO4	Apply documentation, pricing, COD, RTO, contracting, and reconciliation procedures in courier and express logistics.	Understand
CO5	Evaluate: Evaluate e-commerce logistics models, fulfilment systems, Q-commerce, 3PL networks, and network designs for delivery efficiency.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	3	3	1	2	1	3	1
CO3	3	3	2	2	2	3	2
CO4	2	3	1	1	2	3	1
CO5	2	2	3	2	3	2	3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

SYLLABUS:

UNIT I Introduction to Courier and Express Logistics 9

History of Courier Industry – Origin of Courier Services – Ancient and Modern Courier Systems – Wells Fargo and Modern Courier Industry – Indian Postal Industry – Current Trends in Indian and Global Courier Industry – Major Market Players – Digitalization and Aggregators in Express Industry.

UNIT II Shipment Types and Courier Services 9

Types and Modes of Shipment – Documents by Air – Surface Cargo – Parcel Services – E-Commerce and B2C Logistics – Routing Methods – Reverse Logistics – Pin code Mapping – Serviceable and Non-Serviceable Areas – POD and Manifests – Major Courier Companies and their Services.

UNIT III Network and Operations Management 9

Infrastructure for Express Cargo Industry – Hub and Spoke Model – TAT Concept – First Mile and Last Mile Efficiency – Route Optimization – Load Factor Management – Pickup and Delivery Process – Road Linehaul Operations – Air Co-Loaders – Fleet Operations of Courier Companies..

UNIT IV Documentation and Pricing 9

Way Bills – MIS Reports – Return Shipments – RTO Management – Handling Secured Shipments – Sales and Pricing – Weight vs Volume Calculations – Corporate Contracting – COD and COD Fees – Outstanding Reconciliation.

UNIT V E-Commerce Logistics and Network Design 9

Concept of E-Commerce – Inventory Model and Marketplace Model – Essentials for E-Commerce Business – Fulfilment Centers – Q-Commerce and Emerging Trends – Own Network vs 3PL – Logistics Network Design – Delivery Efficiency Assessment.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: - Periods

Total: 45 Periods**TEXT BOOKS:**

1. The Handbook of Logistics and Distribution Management (7th Edition) Alan Rushton, Phil Croucher & Peter Baker Kogan Page 2022
2. E-Logistics: Managing Digital Supply Chains for Competitive Advantage Yingli Wang & Stephen Pettit Kogan Page 2021

REFERENCES:

1. Janice Reynolds, Logistics and Fulfillment for E-Business: A Practical Guide to Mastering Back Office Functions for Online Commerce, Elsevier Science, 2001.
2. Martin Christopher, Logistics & Supply Chain Management, 6th Edition, Pearson Education, 2022.
3. Donald J. Bowersox, David J. Closs, M. Bixby Cooper and John C. Bowersox, Supply Chain Logistics Management, 6th Edition, McGraw-Hill Education, 2024.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MBP33	FOREIGN TRADE MANAGEMENT	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To provide a comprehensive understanding of India's foreign trade environment and international trade practices, including global trade dynamics and international business operations.
- To familiarize students with export-import procedures, trade regulations, trade agreements, Incoterms, HSN classifications, and international payment systems required for conducting international trade activities.
- To develop knowledge of international trade institutions and foreign exchange mechanisms, enabling students to understand the role of trade bodies and foreign exchange earnings in global commerce.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Analyze the structure, growth, sectoral contribution, and foreign trade pattern of the Indian economy.	Understand
CO2	Analyze export-import trends, balance of payments, export promotion mechanisms, and international trade agreements.	Analyze
CO3	Apply international trade payment methods and risk protection mechanisms in export-import transactions.	Apply
CO4	Evaluate the role of international trade organizations, regulations, policies, and sanctions in global trade.	Understand
CO5	Interpret Incoterms, HSN classification, DGFT provisions, customs tariffs, and duty structures in international trade transactions.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	3	3	1	2	1	3	1
CO3	3	3	2	2	2	3	2
CO4	2	3	1	1	2	3	1
CO5	2	2	3	2	3	2	3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

SYLLABUS:

UNIT I Indian Economy and Foreign Trade

9

Overview of Indian Economy – GDP Contribution from Various Sectors – Logistics as Service Sector – Liberalization of 1991 – Economic Growth after Liberalization – India's Foreign Trade and Major Trading Partner Countries.

UNIT II Export Promotion and Trade Agreements

9

Year-wise Export and Import Trends – Commodity-wise Export and Import – Balance of Payment – Export Promotion Councils – SEZ, CEZ, EOU, FTZ – Role of SEPC – Regional and Bilateral Free Trade Agreements

UNIT III International Trade Payments

9

Methods of Payment – Letter of Credit – DP/DA – Advance Payment – Open Account – Consignment Sale – ECGC and Risk Protection

UNIT IV International Trade Organizations

9

ICC – IMF – World Bank – WTO – Trade Sanctions – International Trade Regulations and Policies

UNIT V Incoterms and HSN Classification

9

Incoterms 2020 – Air and Sea Trade Terms – HSN Codes – DGFT Classification – Customs Tariff Act 1975 – Export and Import Duty Structure

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: -Periods

Total: 45 Periods

TEXT BOOKS:

1. Foreign Trade: Theory, Procedures, Practices and Documentation Khushpat S. Jain & Apexa V. Jain Himalaya Publishing House 2024 (9th Edition)

2. Export Import Management Parul Gupta McGraw Hill Education India 2017

REFERENCES:

1. Justin Paul and Rajiv Aserkar, Export-Import Management, Oxford University Press, 2013
2. Thomas A. Cook and Kelly Raia, Mastering Import and Export Management, 3rd Edition, AMACOM, 2017
3. Usha Kiran Rai, Export-Import and Logistics Management, PHI Learning Pvt. Ltd., 2010

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MBP34	SUPPLY CHAIN MANAGEMENT	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To provide a comprehensive understanding of supply chain management concepts and practices, including the integration of procurement, inventory, warehousing, and distribution functions
- To develop knowledge and skills in managing supply chain operations, with emphasis on strategic decision-making, performance measurement, and the effective use of information technology applications in SCM.
- To familiarize students with globalization trends and emerging technologies in supply chain management, enabling them to address contemporary challenges and opportunities in global supply chains.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Apply the processes, importance, integration, and relationship between logistics and supply chain management.	Understand
CO2	Apply supply chain planning techniques such as S&OP, DRP, MRP, and MPS for effective demand and supply coordination.	Analyze
CO3	Analyze inventory information and apply appropriate inventory optimization and classification techniques for procurement decisions.	Apply
CO4	Evaluate warehousing, distribution, VMI, JIT, cross-docking, and network design alternatives for improving supply chain efficiency.	Understand
CO5	Analyse the role of IT, emerging technologies, performance measures, and globalization in strategic supply chain management.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	3	3	1	2	1	3	1
CO3	3	3	2	2	2	3	2
CO4	2	3	1	1	2	3	1
CO5	2	2	3	2	3	2	3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

SYLLABUS:

UNIT I Introduction to Supply Chain Management 9

Historical Perspective of SCM – Supply Chain and its Process – Logistics and Supply Chain Differences – Importance of SCM – Supply Chain Integration.

UNIT II Supply Chain Drivers and Planning 9

Supply Chain Functions – S&OP – DRP – MRP – MPS – Drivers of Supply Chain Performance – Demand Planning and Coordination.

UNIT III Procurement and Inventory Management 9

Bill of Materials – Inventory Optimization – EOQ – Safety Stock – Reorder Level – Inventory Analysis Techniques: ABC, FSN, VED, HML – Transportation for SCM – Inbound and Outbound Logistics..

UNIT IV Warehousing and Distribution 9

Characteristics of Warehousing – Warehouse Functions and Benefits – WMS and ASRS – Cross Docking – Distribution Channels – VMI and JIT – Distribution Network Design – Fulfilment Centres.

UNIT V IT and Strategic Planning in SCM 9

EDI – Barcoding – RFID – GPS – ERP – Robotics and AGVs – Blockchain and AI – Product Life Cycle – Financial and Non-Financial Performance Measures – Globalization and SCM

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical:-Periods

Total: 45 Periods

TEXT BOOKS:

1. Sunil Chopra, Peter Meindl and Dharam VirKalra, Supply Chain Management -Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009

REFERENCES:

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2017
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2015.
3. Pierre David, International Logistics, Biztantra, 2021

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations	
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments		
Individual Assignment	Written Test	Individual Assignment	Written Test			
40	60	40	60	200		
Total					40	60
					100	

P26MBP35	FUNDAMENTALS OF SHIPPING	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To provide a comprehensive understanding of the shipping industry and maritime logistics, including maritime trade systems, vessel operations, and the role of shipping in global commerce
- To develop knowledge of shipping laws, chartering practices, types of ships, global shipping routes, and port infrastructure, enabling students to understand the operational and regulatory aspects of the maritime sector.
- To familiarize students with maritime operations, Indian shipping developments, and port-led economic growth initiatives, helping them appreciate the strategic importance of the maritime industry in economic development.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Analyze the role and importance of the shipping industry in global supply chains and international trade.	Understand
CO2	Analyze maritime laws, UNCLOS III, maritime zones, IMO regulations, and ship registration requirements.	Analyze
CO3	Apply knowledge of ship types, structures, sizes, and specifications to different maritime cargo requirements.	Apply
CO4	Evaluate shipping services, maritime canals, chartering options, and charter party agreements for efficient maritime logistics.	Understand
CO5	Analyse Indian ports, Sagarmala projects, port-led development, and vessel operations for effective port management.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	3	3	1	2	1	3	1
CO3	3	3	2	2	2	3	2
CO4	2	3	1	1	2	3	1
CO5	2	2	3	2	3	2	3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

SYLLABUS:

UNIT I Introduction to Shipping Industry 9

History of Shipping Industry – Role of Shipping in Global Supply Chains – Maritime Trade and Logistics – Importance of Shipping to International Trade.

UNIT II Maritime Laws and Ship Registration 9

Law of Seas – UNCLOS III – Maritime Zones of the World – International Maritime Organization – Ship Registration and Flag State – Flagging of Ships

UNIT III Types and Structure of Ships 9

Naval Architecture – Parts of Ships – Types of Ships: Bulk, Break Bulk, Tankers, Container Ships, Roll-on Roll-off, Chemical and Gas Carriers – Ship Sizes: LOA, Beam and DWT.

UNIT IV Shipping Services and Chartering 9

Important Canals of the World – Commercial Importance in Maritime Logistics – Liner and Tramp Services – Chartering Concepts – Types of Chartering – Charter Party Agreements.

UNIT V Indian Shipping Scenario and Port Operations 9

Major Ports in India – Sagar Mala Projects – CEZ and Industrial Corridors – Port-Led Economic Development – TAMP – Vessel Operations inside Ports – Mooring Operations – Draft and Load Implications.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: - Periods

Total: 45 Periods

TEXT BOOKS:

1. Michael Robarts, Branch's Elements of Shipping, Ninth Edition, Routledge, 2014.
2. Peter Brodie, Commercial Shipping Handbook, Third Edition, Informa Law from Routledge, 2014.

REFERENCES:

3. Review of Maritime Transport, UNCTAD, 2014
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011
5. Alan E. Branch and Michael Robarts, Branch's Elements of Shipping, 9th Edition, Routledge, 2014.

EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	

P26MBP36	CUSTOMS CLEARANCE PROCEDURES	Category: PEC				
		L	T	P	J	C
		3	0	0	0	3

PRE-REQUISITES:

- Nil

COURSE OBJECTIVES:

- To provide a comprehensive understanding of customs regulations, export-import procedures, and trade compliance requirements involved in international trade operations.
- To develop knowledge of customs documentation, valuation methods, duty calculations, HSN classifications, shipping bills, and customs clearance processes for effective customs administration.
- To familiarize students with customs laws, CBIC procedures, and trade regulations, enabling them to understand the regulatory framework governing cross-border trade and customs operations.

COURSE OUTCOMES:

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Analyse the role of customs administration in revenue generation, taxation, duties, and international trade governance.	Understand
CO2	Evaluate the roles of CBIC, DGFT, and concerned ministries in implementing customs and foreign trade policies.	Analyze
CO3	Apply customs procedures, cargo valuation, duty calculation, IEC, EDI, RMS, and AEO requirements in import transactions.	Apply
CO4	Analyze Bills of Entry, import documentation, customs clearance, IGM, and bonded warehouse procedures in import operations.	Understand
CO5	Apply export documentation, shipping bills, EGM, drawback rules, customs codes, and HSN/ITC-HS classification in export transactions.	Apply

CO PO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	2	-
CO2	3	3	1	2	1	3	1
CO3	3	3	2	2	2	3	2
CO4	2	3	1	1	2	3	1
CO5	2	2	3	2	3	2	3
Correlation Levels; 1.Slight (low) 2. Moderate (Medium) 3. Substantial (High)							

SYLLABUS:

UNIT I Introduction to Customs Administration 9

Introduction to Customs – Role of Customs as Revenue Source – Need for Taxes and Duties – Customs Administration and Governance.

UNIT II Government Ministries and Trade Policies 9

Ministry of Finance – CBIC under Department of Revenue – Ministry of Commerce – DGFT Functions – Relationship between CBIC and DGFT – Exim Policy – Customs Tariff and Duties.

UNIT III Customs Procedures and Cargo Valuation 9

Organization Structure of Customs Department – Customs Acts and Excise Acts – IEC Procedures – Cargo Valuation Methods – Duty Calculations – Special Valuation Branch – EDI, RMS and AEO.

UNIT IV Import Documentation and Bills of Entry 9

Bills of Entry and Types – Import Documentation Preparation – Customs Clearance Procedures from CFS, Ports and Sheds – IGM and Line Numbers – Bonded Warehouses.

UNIT V Export Documentation and HSN Classification 9

Shipping Bills and Types – Export Documentation – EGM – Drawback Rules – Customs Codes – HSN Classification – ITC HS Codes and Sections.

Contact Periods:

Lecture: 45 Periods

Tutorial: - Periods

Practical: 15 Periods

Total: 60 Periods

TEXT BOOKS:

1. C. Rama Gopal, Export Import Procedures, Documentation and Logistics: Inclusive of Latest Computerized Customs Clearance Procedures, New Age International Publishers, 2008.

2. Donna L. Bade, Export/Import Procedures and Documentation, 5th Edition, AMACOM, 2015

REFERENCES:

1. Khushpat S. Jain and Apexa V. Jain, Foreign Trade: Theory, Procedures, Practices and Documentation, Himalaya Publishing House, 2017.
2. Madhurima Lall and Sultan Ahmad, Export Import: Procedure and Documentation, Sultan Chand & Sons, 2021.
3. V. S. Datey, Customs Law & Procedures – At a Glance, Taxmann Publications, 2024.

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EVALUATION PATTERN:

Continuous Internal Assessments					End Semester Examinations
Assessment I (100 Marks)		Assessment II (100 Marks)		Total Internal Assessments	
Individual Assignment	Written Test	Individual Assignment	Written Test		
40	60	40	60	200	
Total				40	
				100	