

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur, Chengalpattu Dt. - 603203, Tamil Nadu.

DEPARTMENT OF MANAGEMENT STUDIES



POSTGRADUATE CURRICULA AND SYLLABI (REGULATIONS 2023)

(I & II Semester)

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur 603203

REGULATION – 2023 CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

MBA programme curriculum is designed to prepare the post graduate students

1. PEO1: To have a thorough understanding of the core aspects of business to build professional competencies.
2. PEO2: To provide the learners with the management tools to create business opportunities and solve problems in the chosen functional areas.
3. PEO3: To prepare them to have a holistic approach towards management functions.
4. PEO4: To inspire and motivate them towards lifelong learning.
5. PEO5: To inspire and make them socially conscious and practice ethical standards in business.

PROGRAM OUTCOMES (POs)

On successful completion of the programme,

1. PO1: Apply knowledge of management theories and practices to solve business problems.
2. PO2: Foster Analytical and critical thinking abilities for data based decision making.
3. PO3: Ability to develop Value based Leadership ability.
4. PO4: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
5. PO5: Ability to lead themselves and others in the achievement of organisational goals contributing effectively to a team environment.
6. PO6: Upgrade their Management and Entrepreneurial Competencies.
7. PO7: Nurture Commitment to profession to have a fulfilling career.
8. PO8: Create an interest to engage in lifelong learning.

Programme Educational Objectives	Programme Outcomes							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	3	2		1		2		
PEO 2	2	3				1		1
PEO 3	1		3		2	2		
PEO 4			3		1		1	2
PEO 5			2	3			2	1

Contribution

1: Reasonable

2: Significant

3: Strong

SEM 1	S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	1	MA 3127	Statistics for Management	2	3		1				
	2	BA 3161	Economic Analysis for Business	1	1	1	2		1	1	1
	3	BA 3162	Management Concepts and Organisational Behaviour	2	2	1	2	1	1	1	1
	4	BA 3163	Accounting for Management	1	2	1	1	1	1		1
	5	BA 3164	Legal Aspects of Business	1	2	1	1	1	1	1	1
	6	BA 3165	Entrepreneurship Development	2	1	2	1	2	1	1	1
	7	BA 3166	Management Information System	2	2	1	1	1	1	1	1
	8	BA 3141	Spreadsheet Modelling Laboratory	1	2		1				1
	9	BA 3142	Softskill Development Laboratory	1			2	1			1
SEM 2	S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	1	BA 3261	Applied Operations Research	1	2	1	1	1	1		1
	2	BA 3262	Business Research Methods	1	2		1	1	1	1	1
	3	BA 3263	Financial Management	1	2	1	1	1	2	1	1
	4	BA 3264	Human Resource Management	2	1	2	1	2	2	2	2
	5	BA 3265	Operations Management	2	2	1	2	1	1	1	1
	6	BA 3266	Marketing Management	2	2	1	1	1	1	1	1
	7	BA 3267	Business Analytics	2	2	1	1	1	1	1	1
	8	BA 3241	Data Analysis and Business Modelling Laboratory	2	3	1	1		1		1
	9	BA 3242	Managerial Skills Development Laboratory	2	1		1	2	1		1

CURRICULA AND SYLLABI

(I & II Semesters)

SEMESTER- I

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	MA 3127	Statistics for Management	BSC	4	3	1	0	4
2	BA 3161	Economic Analysis for Business	PC	3	3	0	0	3
3	BA 3162	Management Concepts and Organisational Behaviour	PC	3	3	0	0	3
4	BA 3163	Accounting for Management	PC	4	3	1	0	4
5	BA 3164	Legal Aspects of Business	PC	3	3	0	0	3
6	BA 3165	Entrepreneurship Development	PC	3	3	0	0	3
7	BA 3166	Management Information System	PC	3	3	0	0	3
PRACTICAL								
8	BA 3141	Spreadsheet Modelling Laboratory	EEC	4	0	0	4	2
9	BA 3142	Softskill Development Laboratory #	EEC	2	0	0	2	1
TOTAL				29	21	2	6	26

No End Semester Examination is required for this course

SEMESTER – II

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	BA 3261	Applied Operations Research	PC	4	3	1	0	4
2	BA 3262	Business Research Methods	PC	3	3	0	0	3
3	BA 3263	Financial Management	PC	4	3	1	0	4
4	BA 3264	Human Resource Management	PC	3	3	0	0	3
5	BA 3265	Operations Management	PC	3	3	0	0	3
6	BA 3266	Marketing Management	PC	3	3	0	0	3
7	BA 3267	Business Analytics	PC	3	3	0	0	3
PRACTICAL								
8	BA 3241	Data Analysis and Business Modelling Laboratory	EEC	4	0	0	4	2
9	BA 3242	Managerial Skills Development Laboratory #	EEC	2	0	0	2	1
TOTAL				29	21	2	6	26

No End Semester Examination is required for this course

BASIC SCIENCE

S. No	SEM	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	SEM 1	MA 3127	Statistics for Management	BSC	4	3	1	0	4

PROFESSIONAL CORE (PC)

S. No	SEM	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	SEM 1	BA 3161	Economic Analysis for Business	PC	3	3	0	0	3
2		BA 3162	Management Concepts and Organisational Behaviour	PC	3	3	0	0	3
3		BA 3163	Accounting for Management	PC	4	3	1	0	4
4		BA 3164	Legal Aspects of Business	PC	3	3	0	0	3
5		BA 3165	Entrepreneurship Development	PC	3	3	0	0	3
6		BA 3166	Management Information System	PC	3	3	0	0	3
7	SEM 2	BA 3261	Applied Operations Research	PC	4	3	1	0	4
8		BA 3262	Business Research Methods	PC	3	3	0	0	3
9		BA 3263	Financial Management	PC	4	3	1	0	4
10		BA 3264	Human Resource Management	PC	3	3	0	0	3
11		BA 3265	Operations Management	PC	3	3	0	0	3
12		BA 3266	Marketing Management	PC	3	3	0	0	3
13		BA 3267	Business Analytics	PC	3	3	0	0	3

SEMESTER – I

CODE	COURSE TITLE	L	T	P	C
MA 3127	STATISTICS FOR MANAGEMENT	3	1	0	4

OBJECTIVES:

1. To learn the applications of statistics in business decision making.
2. To understand the concept of sampling distribution and estimations.
3. To provide the learners with the management tools for conducting parametric tests.
4. To provide the learners with the management tools for conducting non - parametric tests.
5. To familiarize the students on the concept of correlation and regression.

UNIT I: PROBABILITY AND DISTRIBUTIONS 12

Basic definitions and rules for probability- conditional probability independence of events- Bayes' theorem and random variables- Probability distributions: Binomial, Poisson and Normal distributions.

UNIT II: SAMPLING DISTRIBUTION AND ESTIMATION 12

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

UNIT III: TESTING OF HYPOTHESIS - PARAMETRIC TESTS 12

Hypothesis testing: one sample and two sample tests for means of large samples (z-test) - one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. Chi-square tests for independence of attributes and goodness of fit- Design of experiments one way classification.

UNIT IV: NON-PARAMETRIC TESTS 12

Sign test for paired data- Rank sum test.-Kolmogorov-Smirnov – test for goodness of fit-comparing two populations- Mann – Whitney U test and Kruskal Wallis test. One sample run test.

UNIT V: CORRELATION AND REGRESSION**12**

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

TOTAL HOURS: 60**OUTCOMES:**

1. Students will have knowledge on statistical tools and its application in business decisions.
2. Students will be able to understand sampling distribution and estimation.
3. Students will be able to perform parametric analysis using various tests.
4. Students will be able to perform nonparametric tests.
5. Students will be able to study correlation and regression among variables.

REFERENCES:

1. Levin R.I. and Rubin D.S., Statistics for Management, 7th Edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2013.
2. Srivastava TN, Shailaja Rego, Statistics for Management, 3rd Edition, Tata Mc Graw Hill, 2017.
3. Anand Sharma, Statistics for Management, Himalaya Publishing House, 2nd Edition, 2009.
4. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 9th Edition, Thomson (South – Western) Asia, Singapore, 2005.
5. Prem S. Mann, Introductory Statistics, Wiley Student Edition, 9th Edition, 2016.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3						
CO2	1	2		1				
CO3		3		1				
CO4		3						
CO5		2						
	1.5	2.6		1				

CODE	COURSE TITLE	L	T	P	C
BA 3161	ECONOMIC ANALYSIS FOR BUSINESS	4	0	0	4

OBJECTIVES:

1. To introduce the concepts of micro, macroeconomics and fundamental economic problems.
2. To introduce the concepts of Law of demand and supply, Consumer Behaviour, short run and long run production function.
3. To explain different types of market structures and explain the factors of production.
4. To familiarise the concept of Macroeconomic components and National income computation.
5. To introduce the concept of Unemployment, its effect and Government programs towards employment.

UNIT I: INTRODUCTION**08**

Introduction - Definition of Economics – Basic concept of Economics – Fundamental principles of Economics – Positive & Normative analysis – Corporate decision making and public policy decision - Economic Systems and Types – Social, Capitalistic and Mixed Economy.

UNIT II: CONSUMER AND PRODUCER BEHAVIOUR**13**

Demand forecasting techniques - Law of Demand and Supply – Assumptions – Determinants – Exceptions – Elasticity of Demand and Supply and its types – Consumer Behaviour – Approaches – Law of Diminishing Marginal Utility – Law of Equi Marginal Utility – Indifference Curve Analysis – Producer Behaviour – Production Function – Long run and Short run – Law of Diminishing Marginal returns – Returns to scale – Marginal Rate of Technical Substitution – Cost Function – Concepts – Long and short run Cost Curves – Economies and Diseconomies of Scale - Concept of Consumer Surplus and Producer Surplus.

UNIT III: PRODUCT AND FACTOR MARKET**13**

Markets - Definition, types and the role of markets – Market Structure - Oligopoly – Characteristics – Perfect and Imperfect Competition – Monopoly – Monopolistic and Oligopoly Markets – Price Fixation – Factor Markets – Factors of Production – Characteristics – Factor market Equilibrium – Determination of Factor Price - Theory of Marginal Productivity.

UNIT IV: PERFORMANCE OF AN ECONOMY – MACROECONOMICS 13

Nature of Macroeconomic system - Macro-Economic Components – Household – Firms – Government – Circular Flow of Money in economy – Concept of Macroeconomic Equilibrium – Aggregate Demand and Supply – National Income – Components – Determination and Methods of Computing National Income – Multiplier Effect – Fiscal Policy – Role of Government in Macro Economic Equilibrium.

UNIT V: AGGREGATE SUPPLY AND THE ROLE OF MONEY 13

Macro-Economic Variables -- Unemployment and its impact – Okun's Law – Inflation and Deflation – Balance of payments – Philips Curve – Short run and Long run – Recent Government programs towards employment – RBI and Monetary Policy to control inflation.

TOTAL HOURS: 60**OUTCOMES:**

1. Students will have an understanding on micro and macroeconomics and fundamental economic problems.
2. Students will be able to principles law of demand and supply, consumer behaviour, short run and long run production function.
3. Students will have an understanding on different types of market structure and the factors of production.
4. Students will have an understanding on macroeconomic components, aggregate demand and supply and National income computation.
5. Students will have the ability to understand about unemployment, its effect and the role of government programs towards employment.

REFERENCES:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th Edition, Tata Mc Graw Hill, New Delhi,2010.
2. William Boyes, Michael Melvin, Textbook of Economics, 10th Edition, Cengage Learning, 2010.
3. N. Gregory Mankiw, Principles of Economics, 4th Edition, Thomson learning, New Delhi, 2008.

4. Richard Lipsey and Alec Charystal, Economics, 13th Edition, Oxford, University Press, 2015.

E – LEARNING RESOURCES:

1. www.jstor.org
2. www.oreilly.com
3. www.econpapers.repec.org
4. www.coursera.org/learn/economics

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	1	1		3				1
CO3	1	1	1	2		1		
CO4	1			2				
CO5	1			1			1	
	1	1	1	2		1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3162	MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR	3	0	0	3

OBJECTIVES:

1. To familiarize the students with the basics of management and understanding the dynamics of Organizational behaviour.
2. To understand the dynamics of human relations in organisations.
3. To evaluate the behaviour of individual, group and organization.
4. To motivate and lead the employees towards objectives.
5. To apply the Management process for effective Organizational behaviour.

UNIT I: INTRODUCTION TO MANAGEMENT 09

Basics of Management - Importance of management, Levels of Management, Evolution of Management - Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo-Classical-Mayo & Hawthorne Experiments- Modern era – system & contingency approach - Managerial Skills - Effective Communication Process.

UNIT II: FUNCTIONS OF MANAGEMENT 9

Nature and purpose of planning – Planning premises - Planning process, Objectives – setting objectives – Management by Objectives, Decision Making – Type of decision – Significance of Decision making, , Staffing Process, Coordination and Controlling - Process and types of Control.

UNIT III: ORGANISATION BEHAVIOUR 9

Organization - Formal and informal - organization structure – Types - delegation of authority – centralization and decentralization, Meaning of Organizational behavior- contributing disciplines- importance of organizational Behavior - Frame work – Organisational behaviour models.

UNIT IV: INDIVIDUAL & GROUP BEHAVIOUR 9

Individual Behaviour - Perception and Learning – Personality - Types of Personality, Motivation Theories, Values, Attitudes and Beliefs, Leadership – Process – Styles of Leadership - Theories and Significance, Formation of Groups – Group Dynamics

UNIT V: DYNAMICS OF ORGANIZATION BEHAVIOUR**9**

Organisational Creativity and Innovation, Organization Change & development, Organization culture and climate, Conflict Management process – Stages and styles, Power and politics, Managing Stress, Managing cultural diversity.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to have a clear understanding on management concepts and skills required in the business field.
2. Acquire an in-depth knowledge on managerial functions and its application.
3. Clarity on the models of Organization behaviour
4. Understanding the significance of individual behavior in the organization context.
5. Knowledge on recent trends in the organization practices

REFERENCES:

1. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
2. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.
3. Stephen P. Robbins & Mary Coulter, "Management", 14th Edition, Pearson, 2017
4. JAF Stoner, Freeman R.E and Daniel R Gilbert "Management", 6th Edition, Pearson, 2004.Stephen A. Robbins & David A. Decenzo & Mary Coulter, "Fundamentals of Management" 10th Edition, Pearson Education, 2016.
5. Robert Kreitner & Mamata Mohapatra, "Management", Biztantra, 2008.
6. Harold Koontz & Heinz Weihrich "Essentials of management" Tata Mc Graw Hill, 2006.
7. Tripathy PC & Reddy PN, "Principles of Management", Tata McGraw Hill, 6th edition 2017.

E - REFERENCES:

1. Bauer Talya, Carpenter Mason, Erdogan Berrin,1st Edition, Principles of Management ,2009.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2				1
CO2	2	2	1			1		
CO3	1		1	1		1	1	
CO4	1			2	1	1		
CO5	1		1			1		1
	1.6	2	1	1.7	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3163	ACCOUNTING FOR MANAGEMENT	3	1	0	4

OBJECTIVES:

1. To familiarize the basic accounting concepts and process used to find out profit or loss of business.
2. To introduce the concept of Company Accounts and profit or loss prior to Incorporation.
3. To analyze and interpret financial position of the company using Ratio analysis, Funds flow statement and Cash flow statement.
4. To familiarise the concept of Cost accounting, budgetary control and Variance analysis.
5. To introduce the concept of Computerized Accounting and Recent trends in Accounting System.

UNIT I: FINANCIAL ACCOUNTING 12

Introduction to Financial, Cost and Management Accounting – Generally Accepted Accounting Principles, Conventions and Concepts – Journal – Ledger – Trial Balance – Preparation of final accounts: Trading, Profit and Loss Account and Balance sheet – Reading the financial statements.

UNIT II: COMPANY ACCOUNTS 12

Introduction to Company Final Accounts – Maintenance of Books of Accounts – Statutory Books – Profit or Loss Prior to Incorporation – Preferential allotment, Employees stock option – Buyback of securities.

UNIT III: ANALYSIS OF FINANCIAL STATEMENTS 12

Analysis of financial statements: Comparative Statements – Common size statements – Trend analysis – Financial ratio analysis, Interpretation of ratio for financial decision – Cash flow (as per Accounting Standards 3) and Funds flow statement analysis.

UNIT IV: COST ACCOUNTING & BUDGETARY CONTROL 12

Cost Accounts Systems – Classification of manufacturing costs – Elements of Cost – Cost Sheet – Marginal costing including exploring new markets and Make or Buy decisions – Budget – Budgetary Control – Standard cost system and Variance Analysis.

UNIT V: ACCOUNTING IN COMPUTERISED ENVIRONMENT AND TRENDS 12

Terms used in Computerised Accounting – Significance of Computerised Accounting System – Codification and Grouping of Accounts, Maintaining the hierarchy of ledgers – Prepackaged Accounting Software – Accounting standards and accounting disclosure practices in India.

TOTAL HOURS: 60

OUTCOMES:

1. Students will have an understanding on basic concepts of Accounting system and Final Accounts.
2. Students will be able to prepare Company Final Accounts and Profit or Loss prior to incorporation.
3. Students will be able to do Ratio Analysis and prepare Funds flow and Cash flow statements.
4. Students will have an understanding on elements of Cost Accounting and be able to prepare Budgets and analyse variances.
5. Students will have an understanding on Computerized Accounting and recent trends in Accounting.

REFERENCES:

1. M.Y. Khan & P.K. Jain, Management Accounting, Tata Mc Graw Hill, 8th edition 2018.
2. Jan Williams, Susan Haka, Mark S better, Joseph V Carcello, Financial and Managerial Accounting–The basis for business decisions, 18th Edition, Tata Mc Graw Hill Publishers, 2017.
3. Earl K.Stice & James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.
4. N.M.Singhvi, Ruzbeh J.Bodhanwala, Management Accounting -Text and cases, 3rd edition, PHI Learning, 2018.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2012.
6. Sawyers, Jackson, Jenkins, Arora, Managerial Accounting, 2nd Edition, Cengage, 2011.
7. Godwin, Alderman, Sanyal, Financial Accounting: A South Asian Perspective with Course mate, 2nd Edition, Cengage, 2016.
8. Narashiman. M.S, Financial statement analysis, Cengage, 2016.

9. R. Narayansamy, Financial Accounting-A Managerial Perspective, PHI learning Private Limited, 6th Edition, 2017.
10. Indian Institute of Banking and Finance, Accounting and Finance for Bankers, Macmillan Education, 3rd Edition, 2017.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1			1
CO2	1	2						
CO3	1	2						
CO4	1	2						
CO5	1			1		1		1
	1.4	1.4	1	1	1	1		1

CODE	COURSE TITLE	L	T	P	C
BA 3164	LEGAL ASPECTS OF BUSINESS	3	0	0	3

OBJECTIVES:

1. To understand the dimensions of Indian Contract Act.
2. To get a basic understanding related to the Sale of Goods Act and Negotiable Instruments Act.
3. To get knowledge about Companies Act and Industrial Laws.
4. To understand the basic aspects of Corporate Tax Planning and Good and Services Tax.
5. To enable students to understand the provisions in Consumer Protection Act and Cyber laws.

UNIT I: THE INDIAN CONTRACT ACT 1872 9

Definition of contract and Agreement, Proposal and Acceptance, essentials elements and types of a contract, Formation of a contract, performance of contracts, Discharge of a contract, breach of contract and its remedies, Quasi contracts – Contract of Agency: Nature of agency, Creation and types of Agents, Authority and liability of Agent and Principal: Rights and duties of Principal and Agents, Termination of agency.

THE SALE OF GOODS ACT 1930 & NEGOTIABLE INSTRUMENTS ACT**UNIT II: 1881 9**

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller – Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments – Types of Negotiable Instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of Negotiable Instruments.

UNIT III: COMPANY LAW AND INDUSTRIAL LAW 9

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Companies Act, 2013

UNIT IV: INDUSTRIAL LAW AND GST 9

An Overview of Factories Act –Industrial Disputes Act – Strike, Layoff, Retrenchment, Lockout – Redressal Mechanism. Corporate Tax Planning, Income Tax, Goods and Services Tax – Introduction, Objectives, Classification and practical implications of GST.

UNIT V: PROTECTION ACT AND INTRODUCTION OF CYBER LAWS 9

Consumer Protection Act – Consumer rights, Right to Information act, Procedures for Consumer grievances redressal, Types of Consumer Redressal Mechanism and Forums – Competition Act 2002 – Cybercrimes, IT Act 2000 and 2002, Digital Signature, Cyber Laws – Introduction of IPR – Copy Rights, Trade marks, Patent Act, Trade Secret, Geographical Indications, Right to Information Act 2005.

TOTAL HOURS: 45

OUTCOMES:

1. Students will be able to conduct business based on his knowledge about Indian Contract Act.
2. Students will be able to conduct business based on Sale of Goods Act.
3. Students will be able to understand the important provisions of the Companies Act as well as Industrial Dispute Act.
4. Student will be thoughtful of the corporate tax planning and understand the influence of GST.
5. Students will be able to use their knowledge of various provisions of Consumer Protection Act for the smooth functioning of the business.

REFERENCES:

1. N. D. Kapoor, Elements of Mercantile Law, 38th Revised Reprint Edition, Sultan Chand & Sons, New Delhi, 2021.
2. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 6th Edition 2018.
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 12th Edition, 2016.
4. Ravindra Kumar, Legal Aspects of Business, 5th Edition –Cengage–2021
5. R S N Pillai & Bagavathi, Business Law, revised Edition, S Chand & Company Pvt Ltd, 2015

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2				1
CO2	2	1		1				
CO3	1				1			
CO4	2		1	2		1	1	
CO5	1			1	1			1

	1.8	1	1	1.5	1	1	1	1
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CODE	COURSE TITLE	L	T	P	C
BA 3165	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3

OBJECTIVES:

1. To understand the skills and characteristics of successful Entrepreneurs.
2. To understand Entrepreneurial environment.
3. To familiarise students to prepare feasible Business plan.
4. To impart knowledge on mobilising resource and launching a New business.
5. To impart knowledge to students in monitoring and evaluation of Small business.

UNIT I: ENTREPRENEURIAL COMPETENCE 06

Entrepreneurship concept – Entrepreneurial Career Dos and Don'ts – Entrepreneurial Personality – Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II: ENTREPRENEURIAL ENVIRONMENT 12

Environment – Features – Types – Role of Family and Society – Entrepreneurship Development Training and Other Support Organizational Services – Central and State Government Industrial Policies and Regulations – International Business.

UNIT III: BUSINESS PLAN PREPARATION 12

Sources of Product for Business – Prefeasibility Study – Criteria for Selection of Product – Ownership – Capital – Budgeting – Project Profile Preparation – Matching Entrepreneur with the Project – Fundamentals and components of a good feasibility plan – Project Profitability Analysis.

UNIT IV: LAUNCHING OF SMALL BUSINESS 10

Functional areas of business – Finance and Human Resource Mobilization – Operations Planning – Market and Channel Selection – Product Launching – Incubation, Venture capital, IT startups – Agripreneurship Development.

UNIT V: MANAGEMENT OF SMALL BUSINESS 05

Monitoring and Evaluation of Business – Preventing Sickness and Rehabilitation of Business Units
– Success factors for small business.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have an understanding about knowledge and skills needed to run a Business.
2. Students will be able to understand the Entrepreneurial environment and make decisions.
3. Students will be able to do a preliminary survey and also prepare a Business plan to start a business.
4. Students will be able to understand the concepts of Incubation, Startups and Project launch in business.
5. Students will have knowledge about the evaluation and rehabilitation of Small business.

REFERENCES:

1. Hisrich, Entrepreneurship, 9th Edition, Tata Mc Graw Hill, New Delhi, 2014
2. S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi,
3. (Revised Edition) 2013.
4. Entrepreneurship McGraw hill 11th Edition Paperback – 6 August 2020
5. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews,
6. Tata Mc Graw Hill, 1996.
7. P. Saravanel, Entrepreneurial Development, Ess Pee Kay Publishing House, Chennai 1997.
8. Arya Kumar, Entrepreneurship, Pearson, 2012
9. Donald F Kuratko, T.V Rao, Entrepreneurship: A South Asian perspective, Cengage, 2012.
10. C. Sekhar, Entrepreneurship in Indian Agriculture, MJP Publishers, Delhi.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		1			1	2	
CO2	1			2				
CO3	1	2				1	1	
CO4				2	1			1
CO5	1		1					

	1.5	2	1	2	1	1	1.5	1
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CODE	COURSE TITLE	L	T	P	C
BA 3166	MANAGEMENT INFORMATION SYSTEM	3	0	0	3

OBJECTIVES:

1. To introduce the basic concepts of Information Systems in Business.
2. To analyse and design Information Systems using design tools.
3. To impart knowledge on Database Management System and their applications.
4. To educate on system security control processes and manage security threats.
5. To familiarise students on the emerging trends in the field of Information Technology.

UNIT I: INTRODUCTION 09

Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.

UNIT II: SYSTEM ANALYSIS AND DESIGN 09

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

UNIT III: DATABASE MANAGEMENT SYSTEMS 09

DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.

UNIT IV: INTEGRATED SYSTEMS, SECURITY AND CONTROL 09

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

UNIT V: NEW IT INITIATIVES 09

Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing.

TOTAL HOURS: 45

OUTCOMES:

1. Students will gain basic knowledge on Information Systems and its applications.

2. Students will be able analyse and use system tools in developing system designs.
3. Students will have an understanding on DBMS Systems and their applications.
4. Students will have knowledge on InfoSec Systems and managing security risks.
5. Students will be able to explain emerging trends and applications in the field of IT.

REFERENCES:

1. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012.
2. James O Brien, Management Information Systems – Managing Information Technology in the E- business enterprise, Tata McGraw Hill, 2019.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 9th Edition, 2013.
4. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia,2012.
5. Thomas Erl, Zaigham Mahmood, and Ricardo Puttini, Cloud Computing Concepts, Technology & Architecture, Prentice Hall, 2013.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2					1		1
CO2	2	3						
CO3	2	3	1			1		
CO4	2			1				
CO5	2			1	1		1	
	2	3	1	1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3141	SPREADSHEET MODELLING LABORATORY	0	0	4	2

OBJECTIVES:

1. To introduce the students on the basics of MS Excel.
2. To educate students on creating Data Tables, Charts and Graphs using MS Excel.
3. To familiarise students Cell Referencing in MS Excel.
4. To educate students on analysing large volume data using Look up Functions.

5. To familiarise students to use Pivot Tables.

S. No	Details of Experiment	Duration
1	MS Excel - Introduction	4
2	MS Excel - Data Tables	4
	Extended Experiment	4
3	MS Excel – Charts and Graphs	4
	Extended Experiment	4
4	MS Excel – Cell Referencing	4
	Extended Experiment	4
5	MS Excel – Lookup Function	4
	Extended Experiment	4
6	MS Excel – V Lookup	4
	Extended Experiment	4
7	MS Excel – H Lookup	4
	Extended Experiment	4
8	MS Excel – Pivot Tables	4
	Extended Experiment	4
TOTAL HOURS:		60

OUTCOMES:

1. Students will have an understanding of Microsoft Excel.
2. Students will be able to create Data Tables, Charts and Graphs in MS Excel.
3. Students will be able to perform Cell Referencing using MS Excel.
4. Students will be able to perform analysis on complex data using Lookup functions.
5. Students will be to Pivot Table analysis using MS Excel.

REFERENCES:

1. Joan Lambert, Curtis Frye, Microsoft Office Step by Step, 1st Edition, Microsoft Press, 2022.
2. Peter Weverka, Microsoft Office for Dummies, John Wiley & Sons, 2022.

3. Hansa Lysander Manohar, Data Analysis and Business Modelling using MS Excel, PHI Learning Private Ltd, 2017.
4. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd Edition, Microsoft Press, 2016.
5. Vikas Gupta, Comdex Business Accounting with MS Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2						1
CO2	1	3						
CO3	1	2		1				
CO4	1	2		1				
CO5	2	3		1				1
	1.2	2.4		1				1

CODE	COURSE TITLE	L	T	P	C
BA 3142	SOFTSKILL DEVELOPMENT LABORATORY	0	0	2	1

OBJECTIVES:

1. Helps students to apply business communication principles
2. Helps in the creation of effective business documents and oral presentations.
3. Utilizes the use of technology to facilitate the communication process.
4. To apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
5. To select appropriate organizational formats and channels used in developing and presenting business messages and communicate via electronic mail, Internet, and other technologies.

UNIT I: INTRODUCTION	6
Purpose of communication – Framework for Business Communication. Oral and Written Communication – Interpersonal communication – group communication- Verbal and non-Verbal communication	
UNIT II: SPEAKING SKILLS	6
Oral Communication - Structuring and delivering a talk - Articulation - Active Reading Skills - Speed Reading - Introduction to etymology	
UNIT III: WRITING SKILLS	6
Writing skills - I Writing business Messages : Envisioning the purpose and type of the message – context – channel and medium – prepare draft - Prepare Good-neutral-bad-persuasive messages. Writing Skills – II : Letter writing – business letters –Business and Technical report writing	
UNIT IV: LISTENING SKILLS	6
Basics of Listening- Giving and Getting Feedback- Understanding Natural Speech -Strategies of Effective Listening - Distinguish between Facts, Opinion and Inferences - Evaluate What You Hear-Follow Oral Directions	
UNIT V: ELECTRONIC COMMUNICATION	6
Appropriate use of technology, EMAIL, WEB PAGE communication, Voice and wireless communication. Email etiquette - Effective telephone conversation	
TOTAL HOURS:	30

OUTCOMES:

1. To understand the importance of communication and barriers of communication.
2. To develop their oral presentation skills
3. To develop the Business writing skills
4. To develop the listening skills.
5. To formulate the messages appropriate for the digital tools.

REFERENCES:

1. Lehman, Dufrene, Sinha, (2016), Business Communication – A South Asian Perspectives, 2nd edition, South-Western Cengage Learning India (P) Ltd

2. Courtland L. Bovee, C. Allen Paul, John V. Thill. (2015). Business Communication Today, 13th edition, Pearson
3. McGrath, E. H., S.J, (2011) Basic Managerial Skills for All, 9th edition, Prentice-Hall of India.
4. Guffey, Mary Ellen, (2010) Business Communication: Process and Product, 7th edition, South-Western Cengage Learning India (P) Ltd.
5. Adler, R. B., Elmhurst, J.Marquardt (2012), communicating at work, 11th edition, McGraw - Hill Publications.
6. Jay Sullivan, (2018), Simply Said: Communicating Better at Work and Beyond, 1st edition, Wiley

E – BOOKS:

1. <https://open.umn.edu/opentextbooks/textbooks/672>

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				1
CO2				1				
CO3				2	1			
CO4				2				
CO5				1				1
	1			1.8	1			1

SEMESTER – II

CODE	COURSE TITLE	L	T	P	C
BA 3261	APPLIED OPERATIONS RESEARCH	3	1	0	4

OBJECTIVES:

1. To understand the concept of optimization based on linear programming approaches.
2. To understand techniques to solve Transportation models and Assignment models.
3. To understand Game theory constructively to make effective business decisions for conflict and competitive environment.
4. To learn appropriate Inventory models and Simulation techniques that helps business in determining the optimum level of inventories and Demand forecasting.

5. To design new simple models in solving Queuing problems and Replacement models.

UNIT I: INTRODUCTION TO LINEAR PROGRAMMING 12

Introduction to applications of Operations Research in functional areas of management – Linear Programming – formulation, solution by Graphical and Simplex methods, Special cases – Dual simplex method – Principles of Duality.

UNIT II: TRANSPORTATION AND ASSIGNMENT 12

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

UNIT III: INTEGER PROGRAMMING AND GAME THEORY 12

Integer Programming – Introduction and types – Game Theory – Two-person Zero sum games - Saddle point, Dominance Rule, Graphical and LP solutions, Nash Equilibrium.

UNIT IV: INVENTORY MODELS, SIMULATION AND DECISION THEORY 12

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models - Decision making under risk – Decision trees – Decision making under uncertainty – Monte-Carlo Simulation.

UNIT V: QUEUING THEORY AND REPLACEMENT MODELS 12

Queuing Theory – Single and Multi-Channel models – Infinite number of customers and Infinite calling resource Replacement Models – Individual Replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL HOURS: 60

OUTCOMES:

1. Students will have an understanding on optimized solutions and able to solve Linear programming problems.

2. Students will be able to apply Transportation and Assignment models in business environment.
3. Students will be able to choose the right strategic decisions to solve business issues using Game theory.
4. Students will be able to make effective decisions in Inventory planning and understand system simulation.
5. Students will be able use Queuing theory in deriving solutions to business problems and design Replacement policies.

REFERENCES:

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019.
2. Er. Prem Kumar Gupta, Dr. D. S. Hira, Operations Research , S. Chand & Company and Pvt. Ltd, Reprint 2016
3. G. Srinivasan, Operations Research – Principles and Applications, PHI, July 2017.
4. Paneerselvam R., Operations Research, Prentice Hall of India, June 2016.
5. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata McGraw Hill Jan 2012

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2		1				
CO2	1	3						
CO3	2	1	1		1			
CO4	2	3				1		1
CO5	1	2						1
	1.4	2.2	1	1	1	1		1

CODE	COURSE TITLE	L	T	P	C
BA 3262	BUSINESS RESEARCH METHODS	3	0	0	3

OBJECTIVES:

1. To familiarize the students with the scientific methodology involved in research process.

2. To help students to understand various concepts related to Research design and measurement.
3. To learn to design and validate data collection tools.
4. To comprehend different techniques to code and analyse data using various statistical techniques.
5. To know the importance of report writing and ethical behaviour in research.

UNIT I: INTRODUCTION 09

Business Research – Definition and Significance – Research process – Research Problem – Review of Literature – Research objectives – Research hypotheses – Characteristics – Testing of Hypothesis

UNIT II: RESEARCH DESIGN AND MEASUREMENT 09

Research design – Definition – Types of Research design and its application – Exploratory and causal research design – Descriptive and Experimental design – Different types of Experimental design – Validity of findings – Internal and external validity Variables in Research – Measurement and Scaling – Different scales – Construction of instrument – Validity and Reliability of instrument – Errors in Research design.

UNIT III: DATA COLLECTION 09

Data Sources & Types – Primary Vs Secondary data – Methods of data collection - Questionnaire Design — Sampling plan and designing –Sampling techniques – Probability Vs Non – Probability sampling methods.

UNIT IV: DATA ANALYSIS 09

Data Preparation – Editing – Coding – Tabulation of Data – Validity of data – Qualitative Vs Quantitative data analysis – Univariate, Bivariate and Multivariate statistical techniques – Introduction to SPSS, Chi-Square, ANOVA, Factor analysis – Cluster analysis – Multiple regression.

UNIT V: REPORT DESIGN, WRITING RESEARCH PROPOSAL AND ETHICS IN BUSINESS RESEARCH 09

Research report – Different types – Contents of report –Report format – Title of the report – Report Presentation – Proposal: purpose, Topic selection, types and structure. Ethics in research – Ethical behaviour of research

TOTAL HOURS: 45

OUTCOMES:

1. The students will get a thorough understanding of how research is conducted in Business management domain.
2. The students will understand the concept of scaling and measurement in management research particularly relating to qualitative data.
3. The students will be familiarized with the data collection methods and procedures and make their research studies scientific.
4. Students will be able to work with a number of statistical techniques for analysing the data gathered by them.
5. Students will be able to use a logical and descriptive writing approach in their presentation of research findings and also adopt ethical behaviour in research.

REFERENCES:

1. Ranjit Kumar, Research Methodology, Pearson India, 2005.
2. C.R. Kothari, Gaurav Garg, Research Methodology, New Age International Publishers, 2019.
3. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2018.
4. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2015.
5. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi,2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
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CO1	3			1				1
CO2	1	2						
CO3	1	2		1				
CO4	1	3			1	1		
CO5	1			2			1	1
	1.4	2.3		1.3	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3263	FINANCIAL MANAGEMENT	3	1	0	4

OBJECTIVES:

1. To make students to understand about major financial decisions.
2. To help the students to understand principles and techniques in investment decisions.
3. To make students understand financing and dividend decisions
4. To educate students about working capital management
5. To acquire knowledge about Long term financing strategies.

UNIT I: FOUNDATIONS OF FINANCE 12

Introduction to finance - Financial Management – Emerging role of finance manager, organization of financial functions, objectives of Financial management, Major financial decisions – Time Value of Money - Valuation of shares and bonds – Concept of risk and return – Single asset and of a portfolio – Risk Analytics

UNIT II: INVESTMENT DECISIONS 12

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

UNIT III: FINANCING AND DIVIDEND DECISION 12

Leverages - Operating and Financial leverage – Measurement of leverages – Degree of Operating & Financial leverage – Combined leverage. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach - Determinants of Capital structure - Dividend

decision - Importance, Relevance & Irrelevance theories – Walter’s Model, Gordon’s model and MM model – Factors determining Dividend policy – Types of Dividend policies – Forms of Dividend - Issues in Dividend Decisions.

UNIT IV: WORKING CAPITAL MANAGEMENT 12

Principles of Working capital: Concepts, Needs, Determinants, issues and estimation of working capital, Accounts Receivables Management and Factoring - Cash management – Models - Working capital finance: Trade credit, Bank finance and Commercial paper.

UNIT V: LONG TERM SOURCES OF FINANCE 12

Fund based Financing: Indian Capital and Stock market, New issues market, Long term finance: Shares, Debentures and term loans. Asset Based Financing: Lease, types of Leases, Hire purchase, Idea based Financing: Venture capital financing. Private Equity.

TOTAL HOURS: 60

OUTCOMES:

1. Students will have an understanding on Time value of money and role of a finance manager.
2. Students will be able to apply various techniques for Investment decisions.
3. Students will be able to choose the right approach for financing and dividend decisions to solve business issues.
4. Students will be able to analyze the requirement and management of working capital and sources of short-term finance.
5. Students will be able to analyze the various avenues available to generate long term funds for investments through capital markets and other sources.

REFERENCES:

1. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
2. M.Y. Khan and P.K. Jain Financial Management, text, problems and cases Tata McGraw Hill, 8th edition 2017.
3. Stephen Ross, Randolph Westerfield, Bradford Jordan, “Corporate Finance”, 11th edition, Tata McGraw Hill Publishing Company Ltd, 2016.

4. Prasanna Chandra, Financial Management – Theory and Practice, 9th edition, Tata McGraw Hill, 2017.
5. Brigham and Houston, “Fundamentals of Financial Management” Theory and Practice, 13th edition, Cengage Publications 2015.
6. Parasuraman, N.R Financial Management: a step-by-step approach, 2nd edition; Cengage Learning India Pvt. Ltd., 2019.

E-Book:

1. James C. Van Horne & John M. Wachowicz, Jr, Fundamentals of Financial Management, 13th edition, 2008.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1				
CO2	1	2				3		
CO3	1	2			1	1	1	
CO4	1	3	1					
CO5	2			1		1		1
	1.4	2.3	1	1	1	1.7	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3264	HUMAN RESOURCE MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To enable students to gain knowledge on Human resource management concepts and principles.
2. To familiarise students about HRP process and Job Analysis.
3. To illustrate the techniques and tools for Training and Development and Performance appraisal.
4. Students will be able to illustrate the techniques and tools for compensation.
5. To understand concepts of Performance evaluation, Industrial Relations System and Grievance redressal mechanism.

UNIT I: PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT**05**

Evolution of Human resource management – The importance of the People Management – Role of Human resource manager – Challenges of HR manager - Human resource policies – HR Structure and Strategy in MNCs – Diversity and inclusive growth.

UNIT II: TALENT INDUCTION 08

Human Resource Planning – Forecasting human resource requirement – Environment Fit concept– Internal and External sources of recruitment - selection – Induction - HRM issues and practices in the context of Outsourcing

UNIT III: TRAINING AND EXECUTIVE DEVELOPMENT 10

Training - Purpose – Benefits –Types – Executive development programmes – Common practices – Benefits – Self-development – Personnel Empowerment including Delegation – Career Management – Career Stages.

UNIT IV: EMPLOYEE ENGAGEMENT THEORIES AND MODELS 12

Compensation Management – Introduction, Compensation and Non-compensation Dimensions – Principal Compensation Issues & Management – Productivity, Mentoring and Coaching.

UNIT V: PERFORMANCE EVALUATION AND CONTROL PROCESS 10

Performance Management System – Feedback – Industry practices - Promotion, Demotion, Transfer and Separation – Implication of job change – Human Resource Accounting and Audit.

TOTAL HOURS: 45

OUTCOMES:

1. Students will be able to gain knowledge on Human resource management concepts and principles.
2. Students will be able to do human forecasting and handle HRM issues in the context of outsourcing.
3. Students will be able to design and implement appropriate Training and Development programmes.
4. Students will be able to develop relevant Compensation system to meet individual and organisational strategic needs.

- Students can develop Performance appraisal system and effectively handle Disciplinary and grievance mechanisms.

REFERENCES:

- S S Khanka, Human Resource Management (Text and Cases), S. Chand Publishing, 2019.
- Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
- Luis R. Gomez-Mejia, David B. Balkin, Robert L Cardy, Managing Human Resource, PHI Learning, 2012.
- Bernadin, Human Resource Management, Tata Mc Graw Hill, 8th Edition 2012.
- Wayne Cascio, Managing Human Resource, Mc Graw Hill, 9th Edition, 2012.
- Ivancevich, Human Resource Management, Mc Graw Hill, 2012.
- Uday Kumar Haldar, Juthika Sarkar. Human Resource Management, Oxford.2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1				
CO2	2			1	1			
CO3	1		1			2	3	1
CO4	1	1			2			
CO5	3		2				1	2
	1.8	1	1.5	1	1.5	2	2	1.5

CODE	COURSE TITLE	L	T	P	C
BA 3265	OPERATIONS MANAGEMENT	3	0	0	3

OBJECTIVES:

- To understand the basic concepts in Production and operation activities.
- To enable students to identify factors influencing Plant location, Plant layout and Demand forecasting.
- To enable students to understand the Production process and techniques to improve productivity.

4. To educate students to manage the materials effectively by using appropriate Inventory techniques.
5. To understand how to improve productivity by using effective Project management techniques.

UNIT I: INTRODUCTION TO OPERATIONS MANAGEMENT 08

Introduction to Operations Management, Nature, Importance, Functions, Recent Trends - Implication of Operations Function(Strategy) in a Firm; Challenges in International Operations Management; Examples of World class manufacturing Practices. Productivity; Relationship of production with other Principles of Management - SCM & Functions

UNIT II: OPERATIONS AND THE VALUE CHAIN 12

Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.

UNIT III: DESIGN OPERATIONS 09

Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT IV: PLANNING AND CONTROL OF OPERATIONS 09

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

UNIT V: PROJECT MANAGEMENT AND LEAN MANUFACTURING 07

Project Management – Nature, Constraints in Projects, Project Life Cycle. Evolution of Lean Manufacturing – Lean Principles – Framework of Lean Processes - Lean Production - 7 hidden wastes – Lean and Green Manufacturing. Overview of JIT.

TOTAL HOURS: 45

OUTCOMES:

1. Students will gain knowledge of Production and operation activities.
2. Students will be able to apply the concept of Demand forecasting and facility design.
3. Students will have an understanding on New product development phases, work systems and techniques to improve products.

4. Students will be able to apply the Materials management and inventory management techniques.
5. Students will be able to solve Scheduling problems while managing projects.

REFERENCES:

1. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
2. William J Stevenson, Operations Management, Tata Mc Graw Hill, 13th Edition, 2018.
3. Russel and Taylor, Operations Management, Wiley, 8th Edition, 2015.
4. Kanishka Bedi, Production and Operations Management, Oxford University, 3rd Edition, 2013.
5. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3rd Edition, 2015.
7. Panner selvam R, Production and Operations Management, Prentice Hall, 2nd Edition, 2008.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3							
CO2	2	3		1				
CO3	2	1			1	1		
CO4	1	2			1			
CO5		2		1	1	1		1
	2	2		1	1	1		1

CODE	COURSE TITLE	L	T	P	C
BA 3266	MARKETING MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To understand the concepts of marketing management.
2. To educate about the various Marketing strategies and Marketing mix components.

3. To understand the tools used by marketing managers in decision-making situations.
4. To learn about marketing process for different types of products and services.
5. To develop an understanding of ideas and nuances of modern marketing.

UNIT I: INTRODUCTION 09

Marketing – Definitions - Conceptual framework – Marketing Process - Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Resource Management, Information System. Marketing in global environment. Adapting marketing practices to new liberalised economy.

UNIT II: MARKETING MIX DECISIONS 09

Product planning and development – Product life cycle – New product Development and Management- Market Segmentation – Targeting and Positioning – Multi Channel Distribution strategies - Channel dynamics – Vertical Marketing System, Horizontal Marketing System, Multi-Channel Marketing System – Advertising and sales promotions – Pricing Objectives, Policies and methods, Strategic Marketing Mix components – Marketing Mix in International Environment.

UNIT III: MARKETING STRATEGY 09

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services Marketing- Market Estimation - Market potential, demand forecasting and sales forecasting– Competitor analysis - Analysis of consumer and industrial markets.

UNIT IV: BUYER BEHAVIOUR 09

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models- Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management- CRM Cycle – Customer acquisition, Retaining, Defection- Controlling of marketing efforts.

UNIT V: MARKETING RESEARCH & TRENDS IN MARKETING 09

Marketing Information System – Research Process – Concepts and applications: Product – Digital Advertising - Digital and Mass Communication – Promotion — Retail research – Customer driven organizations - Cause related marketing- Global Target market selection -Ethics in marketing –Online marketing trends.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have awareness about the marketing management process.
2. Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.
3. Students will be able to evaluate/analyze the marketing strategy for an existing product and/or services.
4. Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.
5. Students will learn about the marketing theories, principles, strategies and concepts and how they are applied.

REFERENCES:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 15th Edition,2015.
2. KS Chandrasekar, Marketing management - Text and Cases, Tata Mc Graw Hill, 2010.
3. Lamb, Hair, Sharma, Mc Daniel, Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning 2016.
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press,2nd Edition, 2019.
5. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Thomson Learning, 2nd Edition, 2000.

E-BOOK:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition,2015

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1	1				
CO2	2	2	1					
CO3	2					1		
CO4	3			2	1			1
CO5	2			1	1	1	1	1
	2.2	2	1	1.3	1	1	1	1

CODE

COURSE TITLE

L T P C

BA 3267**BUSINESS ANALYTICS****3 0 0 3****OBJECTIVES:**

Learn to

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

UNIT I: INTRODUCTION**09**

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

UNIT II: MANAGING RESOURCES FOR BUSINESS ANALYTICS**09**

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

UNIT III: DESCRIPTIVE ANALYTICS**09**

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

UNIT IV: PREDICTIVE ANALYTICS**09**

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

UNIT V: PRESCRIPTIVE ANALYTICS**09**

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.

TOTAL HOURS: 45**OUTCOMES:**

1. Ability to understand the role of Business Analytics in decision making.

2. Ability to identify the appropriate tool for the analytics scenario.
3. Ability to apply the descriptive analytics tools and generate solutions.
4. Understanding of Predictive Analytics and applications.
5. Knowledge of Prescriptive Analytics and demonstrating business process improvement.

REFERENCES:

1. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014.
2. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making" , Fifth edition, Cengage Learning, 2015.
3. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2					1		1
CO2	2	3						
CO3	2	3	1			1		
CO4	2			1				
CO5	2			1	1		1	
	2	3	1	1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3241	DATA ANALYSIS AND BUSINESS MODELLING LABORATORY	0	0	4	2

Exp. No	Title of the Experiment	Duration
1	Descriptive Statistics	4
2	Hypothesis Testing – Parametric Test	4
3	Hypothesis Testing – Non-Parametric Test	4
4	Correlation & Regression	4
5	Forecasting	4
6	Extended experiment – 1	4
7	Portfolio Selection	4

8	Risk Analysis & Sensitivity Analysis	4
9	Revenue Management	4
10	Extended experiment – 2	4
11	Transportation & Assignment	4
12	Networking Models	4
13	Queuing Theory	4
14	Inventory Models	4
15	Extended experiments – 3	4
TOTAL HOURS:		60

OUTCOMES:

1. Students will be able to show understanding on the SPSS and perform Descriptive statistical analysis.
2. Students will perform Parametric, Non-Parametric, Correlation & Regression Analysis.
3. Students will be able to effectively use POM QM for forecasting applications.
4. Students will be able to solve problems in Portfolio selection, Risk analysis and Scenario analysis using Excel.
5. Students will be able to solve Transportation, Assignment, Networking and Queuing Problems using TORA.

REFERENCES:

1. David M. Levine et al, Statistics for Managers using MS Excel, 6th Edition Pearson, 2010.
2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, 13th Edition South-Western College Pub, 2011.
3. Hansa Lysander Manohar, "Data Analysis and Business Modelling using MS Excel ", PHI Learning Private Ltd, 2017.
4. William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata Mc Graw Hill, 2009.
5. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd Edition, Microsoft Press, 2016.
6. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012.

7. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3						1
CO2	2	3						1
CO3	2	3	1					1
CO4	2	3	1					1
CO5	2	3		1		1		1
	2	3	1	1		1		1

CODE	COURSE TITLE	L	T	P	C
BA 3242	MANAGERIAL SKILLS DEVELOPMENT LABORATORY	0	0	2	1

OBJECTIVES:

1. Helps students to understand the importance of skills in organization.
2. Helps in understanding problem solving techniques.
3. To understand the concept of Group dynamics and team building.
4. To provide knowledge about self-managing abilities.
5. To learn the basic skill of selling an idea.

UNIT I: INTRODUCTION 6

Introduction to skills & personal skills - skills of effective managers - - learning of skills and applications of skills

UNIT II: PROBLEM SOLVING 6

Problem solving - creativity, innovation - impediments of creativity - multiple approaches to creativity

UNIT III: TEAM BUILDING 6

Developing teams and team work -Team Building Practices through group exercises - team task / role play.

UNIT IV: SELF MANAGEMENT 6

Self-Evaluation - Self Discipline - Self Criticism - Self Awareness.

UNIT V: SELLING SKILLS 6

Product Knowledge: Selling technique for B2C and for B2B - How to prepare sales pitch for telecallers. Product presentation, In – store selling.

TOTAL HOURS: 30**OUTCOMES:**

1. To Understand the importance of managerial skills required in an organization life.
2. To Develop their skills on problem solving.
3. To have exposure on Group dynamics and team building.
4. To Develop the self-managing skills.
5. To Develop the skill of selling an idea in Organization

REFERENCES:

1. V.S.P. Rao Managerial Skills Excel Books,2010, New Delhi
2. David A Whetten, Cameron Developing Management skills, PHI 2008
3. Kevin Gallagher, Skills development for Business and Management Students,Oxford,2010
4. The 7 Habits of Highly Effective People, Stephen R. Covey , Franklin Covey Co.,2021.
5. Monipally, Mutthukutty Business Communication Strategies Tata McGraw Hill.,2001
6. Hopkins T (2005), How To Master the Art of Selling, Little, Brown & Company.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1		1		
CO2	3	1						
CO3	1				2			
CO4	1							
CO5	1							1
	1.6	1		1	2	1		1