



SNS College of Technology

[An Autonomous Institution]

Approved by AICTE, New Delhi, Affiliated to Anna University, Chennai

Accredited by NAAC-UGC with 'A++' Grade (Cycle III) &

Accredited by NBA (B.E CSE, EEE, ECE, Mech & B.Tech.IT)

COIMBATORE-641 035, TAMIL NADU



**CURRICULA AND SYLLABI
REGULATION 2023
CHOICE BASED CREDIT SYSTEM**

**DEPARTMENT OF
MANAGEMENT STUDIES**

MASTER OF BUSINESS ADMINISTRATION

(DESIGN THINKING)



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DEPARTMENT OF MANAGEMENT STUDIES

VISION

To become an internationally top-ranking business school, focusing on providing quality education and unique opportunities to harness the knowledge and skills of the students, enabling with ethical practices and environmental consciousness in the dynamic business environment.

MISSION

- Be a benchmark for the best business schools of the country.
- Create a competitive environment for the students to upgrade their knowledge and sharpen their skills.
- Imbibe holistic concern for business ethics and values.
- Inculcate right attitude among students to become worthy citizens.
- Encourage faculty to undertake research and consultancy assignments.
- Foster continuous learning with updated/upgraded pedagogical methods.

PROGRAM EDUCATIONAL OBJECTIVES [PEO]

PEO 1	Graduates of the program will be provided with an effective educational foundation that prepares them to excel in leadership roles along with professional ethics and active participation required for a successful career.
PEO 2	Graduates of the program will be fostered with entrepreneurial spark and mindset
PEO 3	Graduates of the program will establish themselves as professionals by solving real problems through acquired knowledge along with team work, effective communication and critical thinking.
PEO 4	Graduates of the program will demonstrate their ability to sustain in a dynamic environment through the continuous learning and acquired skills.
PEO 5	Graduates of the program will be enhanced with the employability skills in accordance with the changing industry requirements.

PROGRAMME OUTCOMES (PO) & PROGRAMME SPECIFIC OUTCOMES (PSO)

PO – 1	Develop a firm level of understanding of the key functions of business - accounting, finance, management, marketing, management information systems, the global economy, and operations management.
PO – 2	Integrate core business knowledge and apply that knowledge in the analysis and decisions-making process.
PO – 3	Design and construct models, components, or processes as per needs and specifications in the modern business world.
PO – 4	Increase efficiency and proficiency in collecting data, analyze and present appropriate research reports.
PO – 5	Use the techniques, skills, and modern hardware and software tools necessary for taking and implementing managerial decisions.
PO – 6	Create an ability to understand professional and social responsibility by identifying and enhancing knowledge in contemporary issues.
PO – 7	Create an ability to understand of global environment and its impact on people, businesses and the economy.
PO – 8	Recognize and address the ethical issues & values prevailing in the business environment.
PO – 9	Apply conceptual knowledge for good decision making for both individual and group by using case analysis, projects and assignments.
PO – 10	Implement leadership skills through effective communication.
PO – 11	Create an ability to understand the impact of Managerial solutions in a global, economic, environmental, and societal context.
PO – 12	Ensure holistic development of students by recognizing the need for, and creating an ability to engage in life-long learning.
PSO – 1	Formulate an integrative business project through the application of multidisciplinary knowledge comprising of accounting, finance, operations, management information system, marketing and human resources management.
PSO – 2	Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international expansion, and new venture development.

R2023 - SUGGESTED CURRICULUM AND SYLLABI
MASTER OF BUSINESS ADMINISTRATION-DESIGN THINKING

SEMESTER I								
S.No	Course Code	Course Name	L/T/P/J	Contact hrs / week	Credit	Int / Ext	Category	Prerequisites
Theory Courses								
1	23BBT601	Management Principles & Organizational Behaviour	3/0/0/0	3	3	40/60	PCC	-
2	23BBT603	Managerial Economics	4/0/0/0	4	4	40/60	PCC	-
3	23BBT604	Management Information System	3/0/0/0	3	3	40/60	PCC	-
4	23BBT605	Accounting for Managers	4/0/0/0	4	4	40/60	PCC	-
5	23BBT606	Business Ethics and Indian Ethos	3/0/0/0	3	3	40/60	PCC	-
6	23BBT607	Marketing Management	3/0/0/0	3	3	40/60	PCC	-
Theory Integrated Practical Course								
7	23BAB601	Design Thinking for Managers	1/0/0/4	5	3	50/50	EEC	-
Practical Courses								
8	23BBP608	Business Research Methods	0/0/4/0	4	2	60/40	PCC	-
9	23BBP609	Professional Grooming and Communication	0/0/4/0	4	2	60/40	LSC	-
10	23BBP610	Internship-I	0/0/2/0	2	1	60/40	EEC	-
Total				35	28			

SEMESTER II								
S.No	Course Code	Course Name	L/T/P/J	Contact hrs / week	Credit	Int / Ext	Category	Prerequisites
Theory Courses								
1	23BBT611	Financial Management	4/0/0/0	4	4	40/60	PCC	-
2	23BBT612	Human Resources Management	3/0/0/0	3	3	40/60	PCC	-
3	23BBT613	Operations Management	4/0/0/0	4	4	40/60	PCC	-

4	23BBT614	Strategic Management	4/0/0/0	4	4	40/60	PCC	-
5	23BBT615	Product Management	3/0/0/0	3	3	40/60	PCC	-

6	23BDT616	Innovation Management	3/0/0/0	3	3	40/60	PEC	-
Theory Integrated Practical Courses								
7	23BBB617	Digital Marketing	1/0/4/0	5	3	50/50	CC	-
8	23BDB618	Entrepreneurship and Venture Creation	1/0/4/0	5	3	50/50	PCC	-
Practical Course								
9	23BBP619	Internship II	0/0/2/0	2	1	60/40	EEC	-
Total				33	28			

SEMESTER III								
S.No	Course Code	Course Name	L/T/P/J	Contact hrs / week	Credit	Int / Ext	Category	Prerequisites
Elective Courses								
1	-	Program Elective 1	4/0/0/0	4	4	40/60	PEC	-
2	-	Program Elective 2	4/0/0/0	4	4	40/60	PEC	-
3	-	Program Elective 3	4/0/0/0	4	4	40/60	PEC	-
4	-	Program Elective 4	4/0/0/0	4	4	40/60	PEC	-
5	-	Program Elective 5	4/0/0/0	4	4	40/60	PEC	-
6	-	Program Elective 6	4/0/0/0	4	4	40/60	PEC	-
7	-	Program Elective 7	4/0/0/0	4	4	40/60	PEC	-
8	-	Program Elective 8	4/0/0/0	4	4	40/60	PEC	-
Practical Course								
9	23BBP701	Mini Project		2	2	60/40	EEC	-
Total				32	34			

SEMESTER IV								
S.No	Course Code	Course Name	L/T/P/J	Contact hrs / week	Credit	Int / Ext	Category	Prerequisites
Practical Course								
1	23BBP702	Industry Project	0/0/0/24	24	12	60/40	EEC	-
Total				24	12			

TOTAL CREDITS

S.No.	Subject Area	Credits / Semester				Total Credits
		I	II	III	IV	
1.	Professional Core Course [PCC]	22	21	0	0	43
2.	Professional Elective Course [PEC]	0	3	32	0	35
3.	Life Skill Course [LSC]	2	0	0	0	2
4.	Employability Enhancement Courses [EEC]	4	1	2	12	19
5.	Career Course [CC]	0	3	0	0	3
Total		28	28	34	12	102

PROFESSIONAL CORE COURSES

S.No	Course Code	Courses Offered	L	T	P	J	C	SEM
1	23BBT602	Management Principles and Organisational Behavior	3	0	0	0	3	I
2	23BBT603	Managerial Economics	4	0	0	0	4	I
3	23BBT604	Management Information System	3	0	0	0	3	I
4	23BBT605	Accounting for Managers	4	0	0	0	4	I
5	23BBT606	Business Ethics and Indian Ethos	3	0	0	0	3	I
6	23BBT607	Marketing Management	3	0	0	0	3	I
7	23BBP608	Business Research Methods	0	0	4	0	2	I
8	23BBT611	Financial Management	4	0	0	0	4	II
9	23BBT612	Human Resources Management	3	0	0	0	3	II
10	23BBT613	Operations Management	4	0	0	0	4	II
11	23BBT614	Strategic Management	4	0	0	0	4	II
12	23BBT615	Product Management	3	0	0	0	3	II
13	23BDB618	Entrepreneurship and Venture Creation	1	0	4	0	3	II
Total							43	

PROFESSIONAL ELECTIVE COURSES

S.No	Course Code	Courses Offered	L	T	P	J	C	SEM
1	-	Professional Elective-Fundamental	3	0	0	0	3	II
2	-	Professional Elective 1	4	0	0	0	4	III
3	-	Professional Elective 2	4	0	0	0	4	III
4	-	Professional Elective 3	4	0	0	0	4	III
5	-	Professional Elective 4	4	0	0	0	4	III
6	-	Professional Elective 5	4	0	0	0	4	III
7	-	Professional Elective 6	4	0	0	0	4	III
8	-	Professional Elective 7	4	0	0	0	4	III
9	-	Professional Elective 8	4	0	0	0	4	III
Total							35	

PROFESSIONAL ELECTIVES

S.No	Course Code	Course Name	Contact Periods	L	T	P	J	C	Prerequisites
SPECIALIZATION: DESIGN THINKING									
1	23BDT616	Innovation Management	3	3	0	0	0	3	-
2	23BDE701	Design Thinking Process and Tools	4	3	1	0	0	4	-
3	23BDE702	User Research and Empathy Mapping	4	3	1	0	0	4	-
4	23BDE703	Strategic Foresight and Future Scenario Planning	4	3	1	0	0	4	-
5	23BDE704	Creative Problem Solving and Prototyping	4	3	1	0	0	4	-
6	23BDE705	Service Design and Customer Design Strategy	4	3	1	0	0	4	-
7	23BDE706	Design for Sustainability and Circular Economy	4	3	1	0	0	4	-
8	23BDE707	Systems Thinking and Business Transformation	4	3	1	0	0	4	-
9	23BDE708	Business Model Innovation and Validation	4	3	1	0	0	4	-
SPECIALIZATION: HUMAN RESOURCE									
10	23BBE711	Training and Development	4	3	1	0	0	4	-
11	23BBE712	Organizational Change and Development	4	3	1	0	0	4	-
12	23BBE713	Organizational Design for Excellence	4	3	1	0	0	4	-
13	23BBE714	Industrial Relations & Labour Law	4	3	1	0	0	4	-
14	23BBE715	Talent Acquisition & Management	4	3	1	0	0	4	-
15	23BBE716	Compensation and Reward Management	4	3	1	0	0	4	-
16	23BBE717	Strategic Human resource Management	4	3	1	0	0	4	-
17	23BBE718	Human Resource Analytics	4	3	1	0	0	4	-
SPECIALIZATION: MARKETING									
18	23BBE721	Consumer Behavior	4	3	1	0	0	4	-
19	23BBE722	Marketing Communication Strategy	4	3	1	0	0	4	-
20	23BBE723	Customer Relationship Management	4	3	1	0	0	4	-
21	23BBE724	New Product Development	4	3	1	0	0	4	-
22	23BBE725	Sales & Distribution management	4	3	1	0	0	4	-
23	23BBE726	International Marketing	4	3	1	0	0	4	-
24	23BBE727	Consumer Analytics	4	3	1	0	0	4	-
25	23BBE728	Brand Management	4	3	1	0	0	4	-
SPECIALIZATION: FINANCE									
26	23BBE731	Security Analysis & Portfolio Management	4	3	1	0	0	4	-
27	23BBE732	Financial Services and Markets	4	3	1	0	0	4	-
28	23BBE733	Insurance and Risk Management	4	3	1	0	0	4	-
29	23BBE734	Derivatives Management	4	3	1	0	0	4	-

30	23BBE735	Mergers and Acquisitions	4	3	1	0	0	4	-
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31	23BBE736	International Financial Management	4	3	1	0	0	4	-
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32	23BBE737	Strategic Cost Management	4	3	1	0	0	4	-
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33	23BBE738	Working Capital Management	4	3	1	0	0	4	-
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LIFE SKILL COURSES

S.No	Course Code	Courses Offered	L	T	P	J	C	SEM
1	23BBP609	Professional Grooming and Communication	1	0	4	0	2	I
Total							2	

EMPLOYABILITY ENHANCEMENT COURSES

S.No	Course Code	Courses Offered	L	T	P	J	C	SEM
1	23BAB601	Design Thinking for Managers	1	0	0	4	3	I
2	23BBP610	Internship I	0	0	2	0	1	I
3	23BBP619	Internship II	0	0	2	0	1	II
4	23BBP701	Mini Project	0	0	2	0	2	III
5	23BBP702	Industry Project	0	0	0	24	12	IV
Total							19	

CAREER COURSES

S.No	Course Code	Courses Offered	L	T	P	J	C	SEM
1	23BBB617	Digital Marketing	1	0	4	0	3	II
Total							3	

23BAB601	DESIGN THINKING FOR MANAGERS			L	T	P	C
				1	0	2	3
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To introduce students to the core principles and frameworks of design thinking, fostering a problem-solving mindset that focuses on innovation and people-centered design. To equip students with practical skills in empathizing with users, defining problems, generating ideas, prototyping, and testing solutions for real-world challenges. 							
UNIT I	INTRODUCTION TO DESIGN THINKING						3 + 12
Brief insight in to Design Thinking and Innovation - People Centered Design & Evoking the 'Right Problem' - Purpose of Design Thinking - Design Thinking Framework							
UNIT II	PROCESS IN DESIGN THINKING (EMPATHY & DEFINE)						3 + 12
Design Thinking Process - Empathy - Uncovering and Investigating Community Concerns - Define: Examine and Reflect on the problem - Reconsider and arrive at the right problem to solve - Research with the users and Context - Question Framing and Conducting Research - User Stories and Design Strategy							
UNIT III	CONCEPTING AND BUILDING (IDEA & CREATE)						3 + 12
Generating Ideas - Identifying top three ideas - Bundling the Ideas and create an concepts - Stories and Scenarios to that concepts - Rapid Prototyping							
UNIT IV	TESTING, REFINING AND PITCHING THE IDEAS						3 + 12
Importance of Testing with People -Testing our Design with People - Conducting the usability Test - Record Results, Enhance, Retest and Redefine Results - Creating a Pitch for our design							
UNIT V	VALUE PROPOSITION DESIGN						9
Business vs Start-up-Briefing the Problem - Problem Validation and User Discovery - Challenge Brief - Problem Innovation Score - Strategy for arriving new business plan							
				L:15	T:0	P: 60	Total: 75 Periods
TEXT BOOKS							
T1	Robert A Curedale, 'Design Thinking Process & Methods', 5th Edition, Design Community College Inc.						
T2	Andrew Pressman, 'Design Thinking: A Guide to Creative Problem Solving for Everyone', 1st Edition, Routledge.						
REFERENCES							
R1	Idris Mootee, 'Design Thinking for Strategic Innovation - What They Can't Teach You at Business or Design School', 1st Edition, Wiley						
R2	Yves Pigneur, Greg Bernarda, Alan Smith, Trish Papadakos Alex Osterwalder, 'Value Proposition Design: How to Create Products and Services Customers Want', Wiley.						
COURSE OUTCOMES							
At the end of the course students should be able to							
CO 1	Learn new approach-design thinking—that enhances innovation activities in terms of market Impact, value creation, and speed.						

CO 2	Feel the Empathy and can define their problems based on the Community Concerns
CO 3	Strengthen their individual and collaborative capabilities to identify customer needs, create sound concept hypotheses, collect appropriate data, and develop a prototype that allows for meaningful feedback in a real-world environment

CO 4	Translate broadly defined opportunities into actionable innovation possibilities and recommendations for client organization
CO 5	To inculcate an entrepreneurial mindset through Value Proposition Design.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2			1				1	1		2	3	
C02	3	3				2						1	3	
C03	2	3	3	2	3			1		1			2	
C04		2		3	3			3			2		2	1
C05	3	2	2			1		2			2		3	

23BBT601	MANAGEMENT PRINCIPLES & ORGANIZATIONAL BEHAVIOUR			L	T	P	C
				3	0	0	3
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To provide a foundational understanding of management principles, including roles, functions, and skills, contributing to effective organizational performance. To develop knowledge of organizational behavior, focusing on individual and group dynamics, leadership, and motivation for effective team management. 							
UNIT I	INTRODUCTION TO MANAGEMENT						9
Definition, Nature, Scope, Purpose, and Characteristics of Management - Science or Art - Manager Vs Entrepreneur – Roles of a Manager – Levels of Management - Managerial Skills – Functions of Management - Henri Fayol's Principles of Management. Case Study: "Leadership That Gets Results"							
UNIT II	ORGANISATIONAL BEHAVIOUR						9
Definition, Need, Importance of Organisational Behaviour - Nature and Scope – OB Framework - Models and Approaches of Organizational Behavior - OB and Emotional Intelligence. Case Study: "Power and Influence: Achieving Your Objectives in Organizations"							
UNIT III	INDIVIDUAL BEHAVIOR						9
Personality: Introduction - Types - Factors influencing personality - Theories; Learning: Concepts - Types of Learners - Theories of Learning - Learning Process; Attitudes: Characteristics - Components - Formation - Measurement - Values; Perception: Importance - Factors Influencing Perception - Interpersonal Perception. Case Study: "Employee Motivation at United Airlines"							
UNIT IV	GROUP BEHAVIOR						9
Organization Structure - Formation - Groups in Organizations - Group Dynamics - Stages of Group Development - Group Decision Making Techniques and Process - Interpersonal Relationships - Transactional Analysis - Johari Window; Conflict : Concept, Types, Stages of Conflict - Management of Conflict Organisational Change and Development. Case Study: "The Army Crew Team"							
UNIT V	LEADERSHIP AND POWER						9
Leadership: Concepts - Functions - Leadership Styles - Theories of Leadership - Leaders Vs. Managers; Power: Sources of power - Power centers - Power and Politics; Motivation: Importance, Need, Types and Its Effects on Work Behavior. Motivation Theories. Case Study: "Transforming Human Resources at Novartis: The People and Organizational Health Strategy"							
				L:45	T:0	P: 0	Total: 45 Periods
TEXT BOOKS							
T1	Stephen P. Robbins, David De Cenzo and Mary Coulter, 'Fundamentals of Management', Prentice Hall of India, 9th edition 2016.						
T2	Stephen P. Robbins, Timothy A.Judge, 'Organisational Behavior', PHI Learning / Pearson Education, 16th edition.						
REFERENCES							

R1	Heinz Wehrich, Mark V Cannice and Harold Koontz, 'Management - A Global Entrepreneurial Perspective', Tata McGraw Hill, 12th edition, 2016.
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R2	Fred Luthans, 'Organisational Behavior', McGraw Hill, 12th Edition, 2013.
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COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand the definition, scope, and functions of management, and the roles and skills Required of managers
CO 2	Learn the importance and frameworks of organizational behavior, including emotional intelligence and various models and approaches.
CO 3	Comprehend the factors influencing individual behavior, including personality, learning, attitudes, and perception, and their impact on the workplace.
CO 4	Gain insights into group behavior, including group formation, development, decision-making, interpersonal relationships, and conflict management.
CO 5	Understand different leadership styles, theories, and the distinction between leaders and managers, as well as the sources and impact of power and motivation on work behavior.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2	2		1	1					1	2		
C02	3	3				2	1				1		2	
C03	3	2			2			1	2			1		
C04	2	3	2	3	3			3		1	2			1
C05	3	2				2		2	3		1		2	

23BBT603	MANAGERIAL ECONOMICS			L	T	P	C
				4	0	0	4
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To provide students with a comprehensive understanding of economic principles, including distribution strategies and demand and supply dynamics, to effectively meet consumer expectations. To analyze the impact of cost and production factors on economic decisions and apply knowledge of international trade sustainability and government policies on macroeconomic variables. 							
UNIT I	FUNDAMENTALS OF BUSINESS ECONOMICS						12
Introduction to Economics - Economics Vs. Business Economics - Micro Distribution -Macro Distribution - Scope of Economics - Micro Vs. Macro Economics - Utility, Wealth and Production - Economics and Business Environment Case Study: "The Global Financial Crisis of 2008: The Role of Economic Fundamentals"							
UNIT II	DEMAND Vs SUPPLY ANALYSIS						12
Demand - Meaning - Determinants - Law of Demand - Elasticity of Demand - Demand Forecasting - Supply - Meaning - Determinants - Law of Supply - Elasticity of Supply - Equilibrium - Theory of Consumer Behavior Case Study: "Uber: Managing a Ride in China"							
UNIT III	PRODUCTION & COST ANALYSIS						12
Means of Production - Theory of Production - Factors of Production - Law of Variable Proportion - Law of Returns to Scale - Cost of Production - Concepts - Types of Costs - Short-run and long-run Costs - Average Costs, Marginal Costs, Fixed Cost, Variable Cost - Total Cost Case Study: "Cost Structures and Pricing Strategy in the Airline Industry"							
UNIT IV	MACRO ECONOMIC VARIABLES AND FORMS OF MARKET						12
Evolution - GDP - GNP - NNP - Per Capita Income - Consumer Income - Savings Vs. Investment - Aggregate Demand - Inflation Vs. Deflation - Economic Cycles - Pricing of Products - Forms of Markets - Price Discrimination							
UNIT V	INTERNATIONAL ECONOMICS						12
Open Economies - Trade Policies of Government and Intervention - International Relations - Balance of Payments - Regulations and Dumping - Foreign Trade - Variables affecting Foreign Trade - Globalization of Economic Systems							
				L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS							
T1	Michael Baye and Jeff Prince, 'Managerial Economics & Business Strategy', 10th Edition, Mcgraw Hill Higher Education, 2022.						
T2	Paul G Keat, Philip K.Y.Young, Sreejata Banerjee, 'Managerial Economics: Economic Tool for Today's Decision Makers', 6th Edition, Pearson Education.						
REFERENCES							

R1	W.Bruce Allen and Keith Weigelt, 'Managerial Economics: Theory, Applications and Cases', W. W. Norton.
R2	Lila J Truett and Dale B Truett 'Managerial Economics: 'Analysis, Problems and Cases',

	Wiley.
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	To develop a fundamental understanding about Economics and various Distribution Strategies used in Business Economics
CO 2	To develop an understanding about Demand and Supply conditions prevailing in market and to meet the consumer expectations
CO 3	To understand the changes in Cost and Production analysis and overall Cost Functions with relate to per - capita income and consumer income
CO 4	To understand Market Structure, Price comparison in various markets and its impact on macro-economic variables as wholesome
CO 5	To understand and apply the knowledge about sustainability of International Trade, Policies and Government Intervention

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PSO1	PSO2	PSO3
C01	3	2	1									2		
C02	3	3											2	
C03	3	2	2		1								3	
C04	2	3		2						2		1		
C05	3	2						3		1				3

23BBT604	MANAGEMENT INFORMATION SYSTEMS	L	T	P	C	
		3	0	0	3	
COURSE OBJECTIVES:						
<ul style="list-style-type: none"> To equip students with the knowledge and skills to understand the roles MIS and effectively utilize the same for the overall growth of the organization. To enable students to understand the fundamentals of data management and business intelligence and the contemporary information management systems. 						
UNIT I	INTRODUCTION TO MIS					9
Overview of MIS-Components of MIS-Information Systems in Organizations-Data and Information-Systems Concepts-MIS and Decision Making-Evolution of MIS-MIS Infrastructure-Ethical and Social Issues in MIS						
UNIT II	INFORMATION SYSTEMS AND BUSINESS STRATEGY					9
Strategic Role of Information Systems-Competitive Advantage and Information Systems-Business Process Reengineering-Information Systems for Business Transformation-E-Business and E-Commerce-Supply Chain Management Systems-Customer Relationship Management Systems-Enterprise Resource Planning Systems-Case Studies on IS Strategy						
UNIT III	DATA MANAGEMENT AND BUSINESS INTELLIGENCE					9
Data Management Concepts-Database Management Systems (DBMS)-Data Warehousing-Data Mining-Big Data Analytics-Business Intelligence Tools-Decision Support Systems (DSS)-Information Visualization-Case Studies on Business Intelligence						
UNIT IV	INFORMATION SYSTEMS DEVELOPMENT					9
Systems Development Life Cycle (SDLC)-Agile and Scrum Methodologies-Systems Analysis and Design-Requirements Gathering-Prototyping and User-Centered Design-Project Management for IS Development-Quality Assurance and Testing-Implementation and Change Management-Case Studies on IS Development						
UNIT V	MANAGEMENT INFORMATION SYSTEMS					9
IT Governance and Strategy-Information Security Management-Risk Management in IS-IT Service Management-Outsourcing and Vendor Management-Legal and Regulatory Issues-IT Infrastructure Management-Emerging Technologies and Trends-Case Studies on IS Management						
		L:45	T:0	P: 0	Total: 45 Periods	
TEXT BOOKS						
T1	Bidgoli, H. (2019). MIS9: Management Information Systems. United States: Cengage.					
T2	Issa, T., Issa, T., Nau, S. Z., Abu-Salih, B., Hardin-Ramanan, S., Ahmud-Boodoo, R. H., Maketo, L., Balapumi, R. (2023). Management Information Systems: Harnessing Technologies for Business and Society. United States: SAGE Publications, Incorporated.					
REFERENCES						
R1	Laudon, K. C., Laudon, J. P. (2020). Management Information Systems: Managing the Digital Firm. United Kingdom: Pearson.					
R2	Mike Fleckenstein, Lorraine Fellows (2018), Modern Data Strategy, Springer International Publishing					

COURSE OUTCOMES

At the end of the course students should be able to

CO 1	Explaining the fundamental components and functions of MIS, and understand its significance in supporting business operations and decision-making.
CO 2	Analysing how information systems can be leveraged to create competitive advantages and enhance business strategies.
CO 3	Utilising data management and business intelligence tools to analyze data, extract meaningful insights, and support organizational decision-making.
CO 4	Designing and develop information systems using appropriate methodologies, and manage the implementation process effectively.
CO 5	Managing information systems strategically, ensuring their alignment with organizational goals, while addressing security and governance issues.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)														
	CO-PO Mapping											CO-PSO Mapping			
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	
C01	3	2						2			1	2			
C02	3	3	3	2								1	3		
C03	2	2	3	2				3			2		2	2	
C04	3	2		2	1					1		2	3		
C05	3	2					2				2	1	2		

23BBT605	ACCOUNTING FOR MANAGERS				L	T	P	C
		4	0	0	4			
COURSE OBJECTIVES:								
<ul style="list-style-type: none"> To develop the ability to prepare and analyze Profit and Loss accounts and balance sheets, enabling students to interpret financial statements and make informed business decisions in contemporary environments. To apply cost accounting techniques and management accounting methods to improve organizational operations, while utilizing specialized accounting software, spreadsheets, and databases for effective financial reporting. 								
UNIT I	FINANCIAL ACCOUNTING							12
Introduction to Financial Accounting - Generally accepted accounting principles - Double Entry System - Preparation of Journal, Ledger and Trial Balance - Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet. Case Study: "Accounting Fraud at WorldCom"								
UNIT II	FINANCIAL STATEMENTS							12
Nature and Objectives of Financial Statements - Uses & Limitations of Financial Statements - Comparative statements - Common size statements - Financial ratio analysis - Du-Point Analysis Cash flow (as per Accounting Standard 3) and Funds flow statement - Trend Analysis.								
UNIT III	COST ACCOUNTING							12
Cost Accounting - Classification of Costs - Cost Sheet - Job Costing - Process costing. Case Study: "Implementing ABC in a Healthcare Organization"								
UNIT IV	MARGINAL COSTING							12
Marginal Costing - Cost, Volume, Profit Analysis - Break Even Analysis - Decision Making Problems - Make or Buy decisions - Determination of Sales Mix - Exploring New Markets								
UNIT V	BUDGETING AND ACCOUNTING SOFTWARE							12
Budgetary Control - Sales, Production, Cash Flow, Fixed and Flexible Budget - Practical Workings in Accounting Software & Spread Sheet Case Study: "Management Control Systems at Hewlett-Packard"								
					L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS								
T1	M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edtion, 2018							
T2	Penman, S.H, Financial Statement Analysis, 12th Edition, Tata McGraw Hill. 2014							
REFERENCES								
R1	R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017							
R2	Earl K. Stice & James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.							
COURSE OUTCOMES								
At the end of the course students should be able to								
CO 1	Prepare P and L Account and Balance Sheet							
CO 2	Analyse and interpret the financial statements and to take different business decisions in contemporary environments.							

CO 3	Apply the cost accounting techniques for decision making.
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CO 4	Critically analyse and provide recommendations to improve the operations of organisations through the application of management accounting techniques
CO 5	Apply accounting procedures using specialized accounting software, spreadsheets, database when reporting financial information

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	3										2		
C02	3	3	2					2					3	
C03	3	2		2						1		2		
C04	3	2	3	3				2				1	3	
C05	3	2							3	2	2	2	3	

23BBT606	BUSINESS ETHICS AND INDIAN ETHOS	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To equip students with a solid understanding of fundamental ethical theories and principles, enabling them to evaluate business strategies and practices from an ethical perspective. To develop the skills necessary to design, lead, and assess ethics training programs and corporate social responsibility (CSR) initiatives that align with business objectives and positively impact society and the environment. 					
UNIT I	INTRODUCTION TO BUSINESS ETHICS	9			
Business Ethics – Meaning, Definition, Nature and Characteristics – Ethical Theories – Benefits of Business Ethics – Scope of Ethics - Causes of unethical Behaviour – Work Ethics – Companies with Best Ethical Policies and Practices Case Study: "The Body Shop: Social Responsibility or Sustained Greenwashing?"					
UNIT II	MANAGEMENT OF ETHICS	9			
Meaning – Types of Management Ethics – Ethical Analysis – Ethical Dilemma – Ethical Scandals – Ethics in Practice – Ethics for Managers – Role and Function of Ethical Manager – Ethical Decision Making – Theories of Ethics Case Study: "Nike: Managing Ethical Missteps—Sweatshops to Leadership in Employment Practices"					
UNIT III	ETHICS IN BUSINESS ENVIRONMENT	9			
Political, Legal Environment - Provisions of the Indian Constitution Pertaining to Business - Political Setup - Characteristics and Their Implications for Business - Prominent Features of MRTP & FERA -Social, Cultural Environment, Their Impact on Business Operations Case Study: "Patagonia: Driving Sustainable Innovation by Embracing Tension"					
UNIT IV	CORPORATE SOCIAL RESPONSIBILITY	9			
Meaning - Evolution of Corporate Social Responsibility - Perspectives of CSR - Models of CSR, Drivers of CSR - Business Ethics and CSR - CSR Practices in India - Major CSR Initiatives. Case Study: "Volkswagen Emissions Scandal: The Search for the Truth"					
UNIT V	CORPORATE GOVERNANCE	9			
Corporate Governance - Meaning - Objectives - Need and Importance – Models - Corporate Social Reporting - Corporate Governance and the Role of Board of Directors - Corporate Governance System Worldwide Case Study: "Apple and Foxconn: The Ethical Dilemma of Chinese Labor"					
		L:45	T:0	P: 0	Total: 45 Periods
TEXT BOOKS					
T1	Denis Collins, 'Business Ethics: Best Practices for Designing and Managing Ethical Organizations', Sage Publication, 2019.				
T2	Joanne B. Ciulla, Clancy Martin, and Robert C. Solomon, 'Honest Work: A Business Ethics Reader', Oxford, 4th edition, 2018.				
REFERENCES					

R1	Mallin, Christine A., 'Corporate Governance (Indian Edition)', Oxford University Press, New Delhi.
R2	Mark S Schwartz, 'Corporate Social Responsibility (Broadview Guides to Business and

	Professional Ethics)', Broadview Press Ltd
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand fundamental ethical theories and principles applicable to business decisions.
CO 2	Develop and lead ethics training programs for employees.
CO 3	Comprehend the importance of corporate social responsibility (CSR) and its impact on society and the environment.
CO 4	Design and assess CSR initiatives and their alignment with business objectives.
CO 5	Evaluate business strategies and practices from an ethical perspective.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2										2		
C02	3	3					2			2	1		3	
C03	2	2	2	3						1				2
C04	3	2						2	3		2	1		
C05	3	3	2					3			2	2	3	

23BBT607	MARKETING MANAGEMENT			L	T	P	C
				3	0	0	3
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To enable students to analyze and prepare competitive marketing plans by identifying marketing opportunities and formulating effective tactics using marketing mix elements. To equip students with the ability to critically evaluate consumer behavior and apply strategic marketing tools to create customer value and develop impactful promotional activities for businesses. 							
UNIT I	INTRODUCTION						9
Definition of Marketing - Scope - Core Concepts - Evolution of Marketing - Marketing Environment - Marketing Interface with Other Functional Areas - Understanding the Marketing Plan. Sustainable Marketing: Ethics and Social Responsibility in Marketing. Case Study: "The New Beetle" by Volkswagen							
UNIT II	CONSUMER BEHAVIOR						9
Buyer Behavior; Customer Value, Satisfaction & Loyalty, Influencing Factors on Consumer Behavior - Buying Situation - Buying Decision Process. Case Study: "Zara: Fast Fashion"							
UNIT III	CREATING CUSTOMER VALUE						7
Marketing Mix Elements - Segmenting the Market - Target Market Selection - Market Positioning Case Study: "Colgate-Palmolive Company: Marketing Anti-Cavity Toothpaste"							
UNIT IV	PRODUCT MANAGEMENT & PRICING						9
Product Management: Features - Classification - Levels - Product Mix - Product Planning and Development - Product Life Cycle - Factors Affecting Pricing Decisions, Methods of Pricing. Brand Equity. Case Study: "Virgin Mobile USA: Pricing for the Very First Time"							
UNIT V	BUSINESS MARKETING						11
The Role of Marketing Channels: Channel Functions & Flows, Channel Levels. Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct Marketing. Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Selling. Recent Concepts in Marketing, Global Marketing Strategies Case Study: "Coca-Cola's Integrated Marketing Communications"							
				L:45	T:0	P: 0	Total: 45 Periods
TEXT BOOKS							
T1	V.S.Ramaswamy and S Namakumari, 'Marketing Management', 5th Edition, McGraw Hill Education.						
T2	Philip Kotler and Kevin Lane Keller, 'Marketing Management', Pearson Education India.						
REFERENCES							
R1	Rajan Saxena, 'Marketing Management', 54th Edition, Tata McGraw Hill.						
R2	Arun Kumar and N.Meenakshi, 'Marketing Management', 3rd Edition, Vikas Publishing.						
COURSE OUTCOMES							

At the end of the course students should be able to

CO 1	Analyze and prepare a competitive marketing plan by identifying the marketing opportunities
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CO 2	Analyze the consumer behavior in a business environment
CO 3	Critically evaluate and apply a variety of strategic marketing tools to create customer value and solutions
CO 4	Formulate marketing tactics using marketing mix elements
CO 5	Prepare promotional activities for a business

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2						2		1		2		
C02	3	3				2				2		1		2
C03	3	2	3					2				2	3	
C04	3	2	3	2	1							2	2	
C05	3	2	3					3	3		2		2	3

23BBP608	BUSINESS RESEARCH METHODS			L	T	P	C
				0	0	4	2
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To equip students with the skills to create attractive visual displays, prepare business-relevant questionnaires, and formulate suitable hypotheses for data analysis using appropriate statistical tools. To enable students to construct break-even models for various product pricing scenarios and forecast business requirements based on available data. 							
UNIT I	EXPLORING DATA ANALYTICS						12
Identify Various Data Types - Create Appropriate Visual Displays - Calculate and Interpret Common Descriptive Statistics - Calculate and Interpret Common Probabilities.							
UNIT II	SAMPLING AND ESTIMATION						12
Properties of the Normal Distribution - Survey & Sampling - Confidence Interval for Means and Proportions - Business Application							
UNIT III	HYPOTHESIS TESTING						12
Hypothesis Testing Basics - Hypothesis Testing for Means - Hypothesis Testing for Proportions							
UNIT IV	LINEAR MODELS						12
Finding the Equation of a Line - Revenue, Cost, Profit and Breakeven Models - Supply and Demand - Piecewise Model							
UNIT V	REGRESSION & ANOVA						12
Regression - Types - Line of Fit. Analysis of Variance - Types							
				L:0	T:0	P: 60	Total: 60 Periods
TEXT BOOKS							
T1	P.N.Arora & S.Arora, 'Statistics for Management', 5th Edition, S. Chand, 2019						
T2	J.K. Sharma, 'Business Statistics', Vikas Publishing, 2014.						
REFERENCES							
R1	S.P. Gupta, 'Statistical Methods', 43rd Edition, Sultan Chand & Sons, 2014.						
R2	S.C. Gupta, 'Fundamentals of Statistics', 7th Edition, Himalaya Publishing House, 2018.						
COURSE OUTCOMES							
At the end of the course students should be able to							
CO 1	Create attractive and appropriate visual displays.						
CO 2	Prepare questionnaire suitable to the business requirements.						
CO 3	Frame suitable hypothesis and analyse the data using proper statistical tool.						
CO 4	Construct a Break Even Model suitable to various product price.						
CO 5	Forecast the business requirement with the available data.						

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2	1					2		1		2		
C02	3	3	2										2	
C03	3	2	2							1		2		2
C04	3	2		2	1							1	3	
C05	3	2	3					3	3		2		2	3

23BBP609	PROFESSIONAL GROOMING AND COMMUNICATION	L	T	P	C	
		0	0	4	2	
COURSE OBJECTIVES:						
<ul style="list-style-type: none"> To develop students' ability to communicate effectively in diverse business contexts, applying proper etiquette in various formats, including emails, phone calls, and video conferences, while demonstrating professionalism and conflict resolution strategies. To equip students with the skills to build professional relationships, network confidently in social settings, and manage their online presence responsibly, ensuring privacy, data security, and a positive professional reputation. 						
UNIT I	BUSINESS COMMUNICATION ETIQUETTE					12
Effective Business Communication - Email Etiquette - Phone and Voicemail Etiquette - Video Conferencing Etiquette - Writing Professional Letters and Memos						
UNIT II	WORKPLACE BEHAVIOR AND CONDUCT					12
Office Behavior and Courtesy - Dress Code and Appearance - Time Management and Punctuality - Conflict Resolution and Workplace Relationships - Handling Office Politics						
UNIT III	NETWORKING AND SOCIAL ETIQUETTE					12
Building Professional Relationships - Networking Strategies - Social Event Etiquette (e.g., Business Dinners, Conferences) - Handling Introductions and Small Talk						
UNIT IV	DIGITAL ETIQUETTE AND ONLINE PROFESSIONALISM					12
Social Media Etiquette - Online Meetings and Webinar Etiquette - Protecting Privacy and Data Security - Managing Your Online Reputation						
UNIT V	PROFESSIONAL PRESENTATIONS AND PUBLIC SPEAKING					12
Presentation Skills - Public Speaking Etiquette - Handling Q&A Sessions - Managing Nervousness and Anxiety						
		L:0	T:0	P: 60	Total: 60 Periods	
TEXT BOOKS						
T1	Laul A, 'Effective Business Communication', 2nd Edition, Prentice Hall, 2018					
T2	Mattukutty Monippally, 'Business Communication Strategy', McGraw Hill Education.					
REFERENCES						
R1	Andrews, Sudhir. 'How to Succeed at Interviews'. 21st (rep.) New Delhi. Tata McGraw-Hill					
R2	Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill					
COURSE OUTCOMES						
At the end of the course students should be able to						
CO 1	Communicate effectively in various business contexts, using appropriate methods and techniques.					
CO 2	Understand and apply proper etiquette in emails, phone calls, voicemails, and video conferences.					
CO 3	Demonstrate appropriate behavior, dress code, time management, and conflict resolution strategies in the workplace.					
CO 4	Develop skills to build professional relationships, network effectively, and navigate social events with confidence.					
CO 5	Manage their online presence responsibly, ensuring privacy, data security, and maintaining a professional reputation.					

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2	1					3				2		
C02	2	3									1	2		
C03	3	3	2					3		1		2	3	
C04	3	2	2									1	2	
C05	3	2	2	3	1			2			2		3	

23BBT611	FINANCIAL MANAGEMENT			L	T	P	C
				4	0	0	4
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To enable students to formulate the key functions of financial managers, design investment plans that incorporate the time value of money, and determine suitable capital structures for various projects. To equip students with the skills to calculate dividends for investors and evaluate the working capital status across different industries. Case Study: "Nike, Inc.: Cost of Capital" 							
UNIT I	INTRODUCTION TO FINANCIAL MANAGEMENT						12
Scope, Objectives, Functions, Role of Financial Manager and Interface of Financial Management with Other Functional Areas, Sources of Finance: Long Term, Short Term. Case Study: "Nike, Inc.: Cost of Capital"							
UNIT II	INVESTMENT DECISIONS						12
Nature and Importance of Capital Budgetary Process, Basic Principles in Estimating Costs and Benefits of Investments, Appraisal Criteria – Pay Back Period, Average Rate of Return, Net Present Value, Time Value of Money, Benefit Cost Ratio, Internal Rate of Return. Case Study: "The Boeing 7E7"							
UNIT III	COST OF CAPITAL & CAPITAL STRUCTURE						12
Cost of Capital - Cost of Debt, Cost of Equity, Cost of Preferred Stock, Weighted Average Cost of Capital. Capital Structure-Introduction, Factors Affecting Capital Structure, Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Miller and Modigliani Propositions I and II. Concept of leverage - Financial, Operational and Combined. Case Study: "Tesla: Financing Growth"							
UNIT IV	DIVIDEND POLICY						12
Introduction, Dividend Decisions and Valuation of Firms, Determinants of Dividend Policy, Dividend Theories – Relevance and Irrelevance: Walter, Gordon and MM Hypothesis, Bonus Issues, Stock Split, Buy Back of Shares, Tax Issues. Case Study: "The Dividend Policy of Coca-Cola"							
UNIT V	WORKING CAPITAL MANAGEMENT						12
Concepts, Needs, Determinants, Issues and Estimation of Working Capital, Working Capital Finance: Trade Credit, Bank Finance and Commercial Paper. Case Study: "Dell Working Capital"							
				L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS							
T1	I.M. Pandey, 'Financial Management', 11th Edition, Vikas Publishing House.						
T2	M.Y. Khan and P.K.Jain, 'Financial Management, Text, Problems and Cases', 8th Edition, Tata McGraw Hill						
REFERENCES							
R1	Brigham and Ehrhardt, 'Financial Management Theory and Practice', 14th Edition, Cengage Learning						
R2	Prasanna Chandra, 'Financial Management', 9th Edition, Tata McGraw Hill.						

COURSE OUTCOMES**At the end of the course students should be able to**

CO 1	Formulate the functions of financial managers in a company
CO 2	Design an investment plan considering time value of money
CO 3	Determine the suitable capital structure for a given project
CO 4	Calculate dividend for the investors
CO 5	Evaluate the working capital status for different industries

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2										2		
C02	3	3	2							1			2	
C03	3	3		2						1		2		
C04	3	2	3									1	3	
C05	2	2	2	3	1			2			2		3	

23BBT612	HUMAN RESOURCE MANAGEMENT			L	T	P	C
				3	0	0	3
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To equip students with an understanding of the role and importance of human resource management in achieving organizational objectives, including the planning and job analysis strategies used in organizations. To develop the ability to analyze and apply selection, recruitment, and retention strategies, evaluate compensation systems and their impact on employee motivation and organizational performance, and understand the dynamics of employee relations, conflict resolution, and the collective bargaining process. 							
UNIT I	INTRODUCTION TO HRM AND FRAMEWORK						9
Nature of HRM, Scope of HRM, Functions and Objectives, HRM: Policies and Practices, Role of HR Managers, Computer Application in HRM, HR Audit. Case Study: "Google's HRM: Recruitment, Selection, Retention, and Development"							
UNIT II	HUMAN RESOURCE PLANNING & JOB ANALYSIS						9
HRP: Need for Manpower Planning, Objectives, Importance, Benefits, Process of HRP, Job Analysis: Introduction, Importance of Job Analysis, Benefits, Job Design: Meaning, Job Specification, Job Evaluation, Job Enlargement, Job Enrichment. Case Study: "Zappos: Reinventing the Interview Process"							
UNIT III	RECRUITMENT, SELECTION AND TRAINING						9
Recruitment - Selection – Induction – Promotion - Types of Training Methods - Purpose – Benefits - Types of Training Methods - Benefits - Resistance. Case Study: "General Electric's Talent Machine: The Making of a CEO"							
UNIT IV	PERFORMANCE EVALUATION						9
Method of Performance Evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of Job Change, Grievance Handling, Grievance Redressal Method. Case Study: "Southwest Airlines: Using Human Resources for Competitive Advantage"							
UNIT V	SALARY AND WAGE ADMINISTRATION						9
Remuneration - Components of Remuneration - Incentives - Benefits - Motivation – Welfare and Social Security Measures, Career Management. Compensation Design Project: Designing a Total Rewards Package for an Organization							
				L:45	T:0	P: 0	Total: 45 Periods
TEXT BOOKS							
T1	C.B.Mamoria and V.S.P.Roa, 'Personnel Management (Text and Cases)', 13th Edition, Himalaya Publishers						
T2	K.Aswathappa, 'Human Resource Management: Text and Cases', 8th Edition, McGraw Hill Education.						
REFERENCES							
R1	V.S.P Rao, 'Human Resource Management', 3rd Edition, Excel Books						

R2	Dessler and Varkkey, 'Human Resource Management', 12th Edition, Pearson India
COURSE OUTCOMES	

At the end of the course students should be able to	
CO 1	Understanding the role and Importance of item in achieving organizational objectives
CO 2	Demonstrate the planning and job analysis strategies in the Organization.
CO 3	Analyze and apply on selection ,recruitment and retention strategies
CO 4	To evaluate different compensation systems and their impacts on employees motivation and organizational Performance.
CO 5	Understanding the dynamics of employee relation, Conflict and collective bargaining process.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PSO1	PSO2	PSO3
C01	3	2										2		
C02	3	3											2	
C03	3	3	2							1		2		2
C04	3	2	3	2								1	3	
C05	3	2			1					2		2	2	

23BBT613	OPERATIONS MANAGEMENT			L	T	P	C
				4	0	0	4
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To provide students with an understanding of the evolution of operations management practices, demand forecasting, and long-range capacity planning in shaping business operations and strategy. To equip students with knowledge of various product design approaches and key material selection criteria in the procurement process, while gaining insights into world-class manufacturing processes. 							
UNIT I	INTRODUCTION TO OPERATIONS MANAGEMENT						12
Introduction to Operations Management – Nature, Importance, Historical Development, Transformation Processes, Differences Between Services and Goods, A System Perspective, Functions, Challenges, Current Priorities, Recent Trends. Operations Strategy – Strategic Fit, Framework. Productivity; World-Class Manufacturing Practices. Case Study: Zara: Fast Fashion							
UNIT II	PLANNING AND CONTROL OF OPERATIONS						12
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. Case Study: Toyota Motor Manufacturing							
UNIT III	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. Case Study: Six Sigma at 3M							
UNIT IV	DESIGNING OPERATIONS						12
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. Case Study: Sport Obermeyer Ltd.							
UNIT V	DYNAMIC OPERATIONS AND MATERIALS MANAGEMENT						12
Purchasing Function – Selection of Materials – Selection of Vendors – Purchasing Organization – Concept of Value Analysis – Production System. Case Study: The Denver International Airport							
				L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS							
T1	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition.						
T2	Mahadevan B, Operations management: Theory and practice. Pearson Education India.						
REFERENCES							
R1	William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition.						

R2	Russel and Taylor, Operations Management, Wiley, 5th Edition.
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COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understanding of the evolution of operations management practices and world class manufacturing processes
CO 2	Understanding the importance of demand forecasting in operations and supply chain management.
CO 3	Knowledge about the implications of long-range capacity planning on business operations and strategy.
CO 4	Understanding the various approaches to product design, including user-centered design, iterative design, and innovative design.
CO 5	Provides insights for key criteria for selecting materials in the procurement process.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2										2		
C02	3	3	2										2	
C03	3	2	3	2								1	3	
C04	3	3		2	1							2	2	
C05	3	2	2	3				3	3	1	2		2	3

23BBT614	STRATEGIC MANAGEMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To equip students with the skills to analyze and formulate strategic management processes, including mission evaluation, environmental scanning, and internal assessments, leading to effective business-level strategies and competitive advantage. To develop students' ability to execute corporate and business strategies, enhance resource allocation, and navigate organizational change while gaining insights into technology management, digital transformation, AI, and sustainability in the context of emerging business trends. 					
UNIT I	INTRODUCTION TO STRATEGIC MANAGEMENT				9
<p>Nature of Strategic Management: Dimensions, Benefits and Risks. Evolution of Strategic Management.</p> <p>Establishment of Strategic Intent: Business Vision and Mission, Importance, Characteristics and Components, Evaluating Mission Statement, Concept of Goals and Objectives. Strategic Management Process.</p> <p>Case Study: Apple Inc. in 2020</p>					
UNIT II	STRATEGY ANALYSIS				15
<p>External Analysis: Environmental Scanning and Analysis, PESTEL Analysis (Political, Economic, Social, Technological, Environmental, Legal), Industry Analysis using Porter's Five Forces, Competitive Dynamics and Rivalry, SWOT Analysis and Competitive Positioning</p> <p>Internal Analysis: Resource-Based View (RBV) of the Firm, Core Competencies and Distinctive Capabilities, Value Chain Analysis, SWOT Analysis (Internal Focus), Crafting Business-Level Strategies</p> <p>Corporate Portfolio Analysis - GAP Analysis - McK insey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix – Balance Score Card.</p> <p>Case Study: Walt Disney Company: The Entertainment King</p>					
UNIT III	STRATEGY FORMULATION				12
<p>Corporate Level Strategies: Concentration, Integration, Diversification, Expansion Strategies, Retrenchment and Combination Strategies, Internationalization, Cooperation And Restructuring.</p> <p>Business Level Strategies: Industry Structure, Positioning of Firm, Generic Strategies, Business Tactics, Internationalization.</p> <p>Case Study: Starbucks: Delivering Customer Service</p>					
UNIT IV	STRATEGIC IMPLEMENTATION & TOOLS				15
<p>The Implementation Process, Resource Allocation, Designing Organizational Structure- Designing Strategic Control Systems- Matching Structure And Control to Strategy- Implementing Strategic Change.</p> <p>Politics-Power And Conflict-Techniques of Strategic Evaluation & Control.</p> <p>Tools: Competitor Profile Matrix- SWOT-TOWSIE Matrix-Grand Strategy Matrix- Boston Consultancy Group Matrix- Quantitative Strategic Planning Matrix(QSPM).</p> <p>Case Study: Tesla Motors: Disrupting the Auto Industry</p>					
UNIT V	OTHER STRATEGIC ISSUES & FUTURE TRENDS				9

C03	3	3		2						1		2		
C04	3	2	3	2	1					1		2	2	
C05	3	2	2					3	3		2		2	3

23BBT615	PRODUCT MANAGEMENT				L	T	P	C
		3	0	0	3			
COURSE OBJECTIVES:								
<ul style="list-style-type: none"> To equip students with the ability to apply AI and ML technologies for strategic decision-making, optimizing business processes, and driving innovation through informed data analysis and visualization techniques. To enable students to implement AI and ML solutions across various business functions, ensuring data governance, legal compliance, and effective communication of data-driven insights to solve real-world business problems and shape the future business landscape. 								
UNIT-I	INTRODUCTION TO PRODUCT MANAGEMENT							9
Introduction to Product Management-Role and Responsibilities of a Product Manager-Product Development Lifecycle-Market Research and Validation-Customer Discovery and Persona Development-Competitive Analysis-Ideation and Concept Development-MVP (Minimum Viable Product) and Prototyping-Product Metrics and KPIs								
UNIT-II	PRODUCT STRATEGY							9
Developing a Product Strategy-Setting Product Goals and Objectives-SWOT Analysis for Product Management-Product Road Mapping-Prioritization Techniques (e.g., MoSCoW, Kano Model)-Portfolio Management-Pricing Strategies and Models-Market Segmentation and Targeting-Building Business Cases for New Products								
UNIT-III	PRODUCT DEVELOPMENT AND EXECUTION							9
Agile Product Development-Scrum and Kanban Methodologies-Cross-functional Collaboration-Managing Product Backlogs-Sprint Planning and Review-UX/UI Design Principles-Technical Documentation and Requirements Gathering-Release Management and Deployment-Continuous Improvement and Feedback Loops								
UNIT-IV	LAUNCH AND MARKETING STRATEGIES							9
Product Launch Planning-Go-to-Market (GTM) Strategy-Digital Marketing Strategies for Products-Content Strategy and Creation-Sales Enablement and Support-Customer Onboarding and Training-Pricing Strategies for Product Launch-Partnerships and Alliances-Post-Launch Monitoring and Optimization								
UNIT-V	PRODUCT LIFECYCLE MANAGEMENT AND INNOVATION							9
Managing the Product Lifecycle-Product Extensions and Variants-End-of-Life Strategies-Innovation Processes (e.g., Lean Start-up, Design Thinking)-Managing Stakeholder Expectations-Handling Product Failures and Pivots-Regulatory Compliance and Product Safety-Intellectual Property and Patents-Emerging Trends in Product Management								
					L:45	T:0	P: 0	Total: 45 Periods
TEXT BOOKS								
T1	<u>Callie Daum, (2020), Principles of Management Essentials You Always Wanted To Know, Vibrant Publishers</u>							
T2	Memon, T. (2021). <i>Effective Platform Product Management: An Effortless Strategy and Execution Guide for Product Managers who Want to Scale Their Platform Business Model and Grow Their Customer Base</i> . United Kingdom: Packt Publishing.							
REFERENCES								

R1	Gurucharan Raghunathan (2022), <i>Product Management Simplified: Toolkit to Become a PM</i> . Notion Press.
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R2	LeMay, M. (2017). <i>Product Management in Practice: A Real-World Guide to the Key Connective Role of the 21st Century</i> . China: O'Reilly Media.
R3	<u>Tabassum Memon</u> (2021), <i>Effective Platform Product Management</i> , <u>Packt Publishing</u>
R4	Cagan, M. (2020). <i>Inspired: How To Create Products Customers Love</i> (3rd ed.). SVPG Press.
R5	Higgins, C. (2019). <i>Product Management's Sacred Seven: The Skills Required to Crush Product Manager Interviews and be a Rockstar Product Manager</i> . Independently Published.

COURSE OUTCOMES

At the end of the course students should be able to

CO 1	Demonstrate a clear understanding of the role of a product manager, including the product development lifecycle, market research, customer discovery, competitive analysis, and the use of product metrics and KPIs.
CO 2	Formulate and execute product strategies by setting clear goals, using SWOT analysis, creating product roadmaps, applying prioritization techniques, and developing pricing strategies and business cases.
CO 3	Utilize agile practices, such as Scrum and Kanban, to manage product development efficiently. Collaborate cross-functionally, manage product backlogs, and apply UX/UI design principles in technical documentation and release management.
CO 4	Develop and implement comprehensive product launch plans, including go-to-market strategies, digital marketing, sales support, and customer onboarding. Monitor and optimize product performance post-launch.
CO 5	Oversee the product lifecycle, handle product extensions and end-of-life strategies, and apply innovation processes. Manage stakeholder expectations, navigate regulatory compliance, and protect intellectual property while adapting to emerging trends in product management.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
CO1	3	2										2		
CO2	3	3	2							1			2	
CO3	3	3	3							1		2		
CO4	3	2	2	3	1			2			2		3	
CO5	3	2					2	3	3	1			2	3

23BDT616	INNOVATION MANAGEMENT	L	T	P	C	
		3	0	0	3	
COURSE OBJECTIVES:						
<ul style="list-style-type: none"> To provide students with a comprehensive understanding of innovation management, including the different types and processes of innovation, the role of leadership, and strategies such as open innovation, collaboration, and intellectual property management, enabling them to foster an innovation-driven culture. To equip students with the tools and techniques needed to manage innovation projects, including agile methodologies, design thinking, and risk management, while building sustainable innovation strategies that encourage continuous improvement and adaptability to change. 						
UNIT-I	INTRODUCTION TO INNOVATION MANAGEMENT					9
Definition and Importance of Innovation Management - Types of Innovation (Incremental, Disruptive) - Innovation Process Models - Role of Leadership in Innovation - Building an Innovation Culture - Measuring Innovation - Barriers to Innovation - Innovation in Different Industries - Case Studies of Innovation Success						
UNIT-II	STRATEGIES FOR FOSTERING INNOVATION					9
Open Innovation - Crowdsourcing - Corporate Entrepreneurship - Collaboration and Partnerships - Intellectual Property Management - Technology Scouting - Innovation Networks - Innovation Labs and Incubators - Government and Policy Support						
UNIT-III	MANAGING INNOVATION PROJECTS					9
Project Management for Innovation - Agile and Lean Methodologies - Stage-Gate Process - Risk Management in Innovation - Funding Innovation Projects - Resource Allocation - Cross-Functional Teams - Monitoring and Evaluation - Scaling Innovation						
UNIT-IV	INNOVATION TOOLS AND TECHNIQUES					9
Design Thinking - TRIZ (Theory of Inventive Problem Solving) - Six Sigma for Innovation - Blue Ocean Strategy - Scenario Planning - Brainstorming and Ideation Techniques - Prototyping and Testing - Value Proposition Design - Business Model Innovation						
UNIT-V	SUSTAINING INNOVATION					9
Building a Sustainable Innovation Strategy - Continuous Improvement - Learning Organization - Measuring and Rewarding Innovation - Overcoming Innovation Fatigue - Adapting to Change - Fostering a Growth Mindset - Innovation Leadership - Future Trends in Innovation						
		L:45	T:0	P: 0	Total: 45 Periods	
TEXT BOOKS						
T1	Jan Van Den Ende (2021), <i>Innovation Management</i> , Bloomsbury Publishing					
T2	Fabian Bernhard, Jason Li-Ying, Vids Skudien (2020), <i>Innovation Management: Perspectives from Strategy, Product, Process and Human Resources Research</i> , Edward Elgar Publishing					

REFERENCES	
R1	Martin Kaschny, Matthias Nolden (2018), <i>Innovation and Transformation</i> , Springer International Publishing
R2	Tugrul U Diem (2020), <i>Innovation Management in the Intelligent World: Cases and Tools</i> , Springer International Publishing.
R3	Alexandra Xavier, Claudio Roberto Magalhaes Pessoa, George Leal Jamil, Joao Jose Pinto

	Ferreira, Maria Manuela Pinto (2018), <i>Handbook of Research on Strategic Innovation Management for Improved Competitive Advantage</i> , IGI Global
R4	Tidd, J., & Bessant, J. (2020). <i>Managing Innovation: Integrating Technological, Market and Organizational Change</i> (7th ed.). Wiley.
R5	Brown, T., & Katz, B. (2019). <i>Change by Design: How Design Thinking Creates New Alternatives for Business and Society</i> (Revised ed.). Harper Business.

COURSE OUTCOMES

At the end of the course students should be able to

CO 1	Understand and explain different types of innovation and the models used in managing innovation.
CO 2	Create and implement strategies for fostering innovation, including open innovation, crowdsourcing, and collaboration.
CO 3	Apply project management techniques and methodologies to effectively manage and execute innovation projects.
CO 4	Use various tools and techniques like Design Thinking, TRIZ, and Six Sigma to generate and refine innovative ideas.
CO 5	Build and sustain a continuous innovation strategy, measure its effectiveness, and adapt to new challenges and trends.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)														
	CO-PO Mapping											CO-PSO Mapping			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	
CO1	3	2										2			
CO2	3	3											2		
CO3	3	2	2									2			
CO4	3	3	3	2								2	3		
CO5	3	2	2	3	1			3	3	1	2		2	3	

23BBB617	DIGITAL MARKETING			L	T	P	C
				1	0	4	3
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To equip students with the skills to design cost-effective, functional, and high-performing websites while integrating search engine optimization techniques to enhance online visibility. To develop the ability to create and manage social media marketing campaigns and online advertising strategies tailored to the right target audience for effective digital marketing. 							
UNIT-I	INTRODUCTION TO DIGITAL MARKETING						3+12
Overview of Digital Marketing-Digital Marketing Channels-Consumer Behaviour in Digital Age-Digital Marketing Strategy-Market Research and Analysis-Branding in the Digital World-Ethical and Legal Considerations-Emerging Trends in Digital Marketing							
UNIT-II	SOCIAL MEDIA MARKETING STRATEGIES						3+12
Social Media Platforms-Content Creation for Social Media-Engagement and Community Building-Social Media Advertising-Analytics and Metrics-Social Media Management Tools-Influencer Marketing-Crisis Management on social media-Legal and Ethical Issues in social Media							
UNIT-III	CONTENT MARKETING AND SEO						3+12
Content Marketing Fundamentals-Content Strategy Development-SEO Basics-Keyword Research and Optimization-On-Page SEO Techniques-Off-Page SEO Techniques-Technical SEO-Content Distribution Channels-Measuring Content Marketing Success							
UNIT-IV	E-MAIL MARKETING AND AUTOMATION						3+12
Introduction to Email Marketing-Building Email Lists-Email Campaign Design-Personalization and Segmentation-A/B Testing and Optimization-Email Marketing Analytics-Marketing Automation Tools-Drip Campaigns-Legal Considerations in Email Marketing							
UNIT-V	DATA ANALYTICS AND PERFORMANCE MANAGEMENT						3+12
Importance of Data Analytics-Web Analytics Tools-Social Media Analytics-SEO Analytics-Email Marketing Metrics-Conversion Rate Optimization-Customer Journey Analytics-Reporting and Dashboard Creation-Data-Driven Decision Making							
				L:15	T:0	P: 60	Total: 75 Periods
TEXT BOOKS							
T1	Kingsnorth, S. (2019). <i>Digital Marketing Strategy: An Integrated Approach to Online Marketing</i> . India: Kogan Page.						
T2	Anabel Gutierrez, Bidit Dey, Emma L. Slade, Ganesh P. Sahu, Hatice Kizgin, Nitish Singh, Nripendra P. Rana, Yogesh K. Dwivedi (2019), <i>Digital and Social Media Marketing</i> , Springer International Publishing						
REFERENCES							
R1	<u>Nicholas Papagiannis</u> (2020), <i>Effective SEO and Content Marketing</i> , <u>Wiley</u> Publications						
R2	Charlesworth, A. (n.d.). <i>Digital Marketing: A Practical Approach</i> . United Kingdom: Taylor & Francis.						
R3	<u>Larry Garland</u> (2021), <i>Social Media Marketing Made Simple</i> , <u>Pureland</u>						

R4	Chaffey, D., & Ellis-Chadwick, F. (2020). <i>Digital Marketing: Strategy, Implementation, and Practice</i> . Pearson.
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R5	Tuten, T. L., & Solomon, M. R. (2021). <i>Social Media Marketing</i> . Sage Publications.
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COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Students will be able to explain basic digital marketing concepts, channels, and trends.
CO 2	Students will learn to develop and manage social media content, ads, and handle social media issues.
CO 3	Students will be able to use SEO techniques and create effective content marketing strategies.
CO 4	Students will learn to design and optimize email marketing campaigns and use automation tools.
CO 5	Students will be able to analyze marketing performance using data from web, social media, and SEO analytics.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2										2		
C02	3	3											2	
C03	3	3	2							1		2		
C04	3	2	3	2				3		1		2	3	
C05	3	2	2	3	1			2	3	1	2		2	3

23BDB618	ENTREPRENEURSHIP AND VENTURE CREATION	L	T	P	C
		1	0	4	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To equip students with an understanding of entrepreneurship, including key characteristics of successful entrepreneurs, techniques for generating business ideas, and the start-up ecosystem, enabling them to recognize market opportunities and validate business ideas. To provide students with the tools and methodologies to create business models, develop strategic plans, manage product development cycles, and execute effective marketing and sales strategies, while understanding financial management and funding options for start-ups. 					
UNIT-I	INTRODUCTION TO ENTREPRENEURSHIP AND IDEATION	3+12			
<p>Introduction to Entrepreneurship: Definition and types of entrepreneurs-Characteristics of successful entrepreneurs-Overview of the start-up ecosystem. Ideation and Opportunity Recognition: Techniques for generating business ideas (brainstorming, mind mapping)-Identifying market needs and Gaps-Evaluating the feasibility of ideas. Market Research and Validation-Conducting primary and secondary market research-Understanding customer segments and personas-Validating business ideas through surveys, interviews, and MVP (Minimum Viable Product)</p>					
UNIT-II	BUSINESS PLANNING AND STRATEGY	3+12			
<p>Business Model Canvas: Understanding the Business Model Canvas Components-Developing a business model for the start-up. Business Planning: Writing a business plan: Executive summary, market analysis, organizational structure, product line, marketing and sales strategy, funding request, financial projections. Strategic Planning and Competitive Analysis: SWOT analysis-Competitive analysis and positioning-Defining long-term and short-term goals</p>					
UNIT-III	PRODUCT DEVELOPMENT	3+12			
<p>Product Development Cycle: Stages of product development-Agile and Lean Methodologies-Prototyping and MVP development. Project Management: Tools and techniques for managing projects-Time management and resource allocation-Risk management. Testing and Iteration: User testing and feedback loops-Iterating based on feedback-Scaling the product</p>					
UNIT-IV	MARKETING, SALES AND CUSTOMER ACQUISITION	3+12			

Marketing Strategies: Digital marketing: SEO, content marketing, social media-Traditional marketing methods-Branding and positioning. Sales Techniques: Building a sales funnel-Sales strategies for start-ups-CRM tools and techniques. Customer Acquisition and Retention: Strategies for acquiring customers-Customer service and support-Building customer loyalty and retention				
UNIT-V	FINANCIAL MANAGEMENT AND FUNDING			3+12
Financial Planning and Budgeting: Creating financial Projections-Budgeting and cash flow management-Key financial metrics for start-ups. Funding Sources: Bootstrapping, angel investors, venture capital-Crowdfunding and other alternative financing-Preparing for investor pitches. Legal and Regulatory Considerations: Business structure and registration-Intellectual property and trademarks-Regulatory compliance and taxation				
		L:15	T:0	P: 60
Total: 75 Periods				
TEXT BOOKS				
T1	Paul Burns (2018), <i>New Venture Creation</i> , Bloomsbury Publishing			

T2	Accelerators: Successful Venture Creation and Growth. (2018). Germany: Edward Elgar Publishing.			
REFERENCES				
R1	Dave Chaffey, PR Smith (2022), <i>Digital Marketing Excellence</i> , Taylor & Francis			
R2	Burns, P. (2018). <i>New Venture Creation: A Framework for Entrepreneurial Start-ups</i> . United Kingdom: Bloomsbury Publishing.			
R3	Lewrick, M. (2022). <i>Design Thinking for Business Growth: How to Design and Scale Business Models and Business Ecosystems</i> . United Kingdom: Wiley.			
R4	Baron, R. A., & Shane, S. A. (2020). <i>Entrepreneurship: A Process Perspective</i> (4th ed.). Cengage Learning.			
R5	Kuratko, D. F., & Morris, M. H. (2021). <i>Corporate Entrepreneurship & Innovation</i> (4th ed.). Cengage Learning.			
COURSE OUTCOMES				
At the end of the course students should be able to				
CO 1	Generate and evaluate business ideas, conduct market research, and validate ideas using techniques such as customer interviews and MVPs.			
CO 2	Develop comprehensive business plans, including market analysis, financial projections, and strategic goals, using tools like the Business Model Canvas.			
CO 3	Apply agile and lean methodologies to manage the product development cycle, including prototyping, testing, and iterative improvements.			
CO 4	Design and implement marketing strategies, develop effective sales techniques, and create plans for customer acquisition and retention.			
CO 5	Prepare financial projections, manage budgets and cash flow, and explore various funding options such as angel investors, venture capital, and crowdfunding.			

COs	Mapping of Programme Outcomes / Programme Specific Outcomes
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(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)

	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2										2		
C02	3	3	2							1		2		
C03	3	2		2						1		2		2
C04	3	3	3	2								2	3	
C05	3	2	2	3	1			2	3	1	2		2	3

		3	1	0	4
UNIT I	Introduction to Design Thinking				9+ 3
Overview of Design Thinking – Evolution and History of Design Thinking – Key Principles and Mindset of Design Thinking – Design Thinking in Business and Innovation – Stages of the Design Thinking Process – Empathy, Definition, Ideation, Prototyping, and Testing – Design Thinking vs. Traditional Problem Solving – Applications of Design Thinking – Success Stories in Design Thinking – Challenges and Limitations of Design Thinking					
UNIT II	Empathy and User-Centered Design				9+ 3
Understanding Empathy in Design Thinking – User-Centered Design Approach – Techniques for Empathy Mapping – Conducting Effective Interviews and Observations – Ethnographic Research in Design Thinking – Identifying User Pain Points and Needs – Creating Personas – Journey Mapping – Importance of Emotional Design – Analyzing User Feedback – Case Studies on User-Centered Design					
UNIT III	Ideation and Creativity Techniques				9+ 3
Overview of the Ideation Process – Divergent and Convergent Thinking – Brainstorming Techniques – SCAMPER Model – Mind Mapping and Affinity Diagrams – Role of Creativity in Problem-Solving – Lateral Thinking Techniques – Collaborative and Cross-Disciplinary Ideation – Idea Filtering and Prioritization – Evaluating and Selecting Ideas – Case Studies on Effective Ideation Techniques					
UNIT IV	Prototyping and Testing				9+ 3
Introduction to Prototyping – Importance of Prototyping in Design Thinking – Low-Fidelity vs. High-Fidelity Prototypes – Types of Prototypes: Paper Prototypes, Digital Prototypes, and Mockups – Rapid Prototyping Techniques – Iterative Testing Process – Feedback Loops in Prototyping – Using Prototypes for User Testing – Validating Ideas Through Testing – Case Studies on Prototyping Successes					
UNIT V	Design Thinking Tools and Methodologies				9+ 3
Overview of Tools in the Design Thinking Process – Affinity Diagrams – Journey Maps – Customer Personas – Storyboarding – Rapid Prototyping Tools – Digital Collaboration Tools – Post-It Notes and Whiteboards for Ideation – Design Sprints – Tools for Remote Design Thinking – The Role of Collaborative Platforms – Best Practices in Applying Design Thinking Tools					
		L:45	T:15	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Design Thinking: A Guide to Creative Problem Solving for Everyone by Andrew Pressman <i>Publisher: Routledge, 2018</i>				
T2	Design Thinking for Training and Development: Creating Learning Journeys That Get Results by Sharon Boller and Laura Fletcher <i>Publisher: Association for Talent Development, 2020</i>				
REFERENCES					
R1	The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems by Michael Lewrick, Patrick Link, and Larry Leifer <i>Publisher: Wiley, 2018</i>				

R2	Solving Problems with Design Thinking: Ten Stories of What Works by Jeanne Liedtka, Andrew King, and Kevin Bennett <i>Publisher:</i> Columbia Business School Publishing, Updated Edition, 2019
R3	Creative Acts for Curious People: How to Think, Create, and Lead in Unconventional Ways by Sarah Stein Greenberg <i>Publisher:</i> Ten Speed Press, 2021
R4	Design Thinking for Entrepreneurs and Small Businesses: Putting the Power of Design to Work by Beverly Rudkin Ingle <i>Publisher:</i> Apress, 2021
R5	The Field Guide to Human-Centered Design by IDEO.org <i>Publisher:</i> IDEO, 2019

		3	1	0	4
UNIT I	Introduction to User Research				9+3
Overview of User Research – Importance of Understanding Users in Design Thinking – The Role of User Research in Product Development – Types of User Research: Qualitative vs. Quantitative – User Interviews and Observations – Ethnographic Research – Participatory Design and Co-Creation – Tools for Conducting User Research – Case Studies on User Research in Business					
UNIT II	Empathy Mapping for Design Thinking				9+3
Definition of Empathy in Design Thinking – Understanding the Empathy Mapping Process – Key Elements of an Empathy Map: Says, Thinks, Does, Feels – Creating and Analyzing Empathy Maps – Using Empathy to Identify Pain Points and Needs – Visualizing User Emotions and Experiences – Techniques for Building Empathy with Users – Empathy in Cross-Functional Collaboration – Case Studies on Empathy Mapping in Action					
UNIT III	Techniques for User Research				9+3
Survey Design and Questionnaires – One-on-One Interviews – Focus Groups and User Panels – Shadowing and Observation Techniques – Contextual Inquiry – Experience Sampling Method – Diary Studies – Usability Testing and A/B Testing – Analyzing and Synthesizing User Data – Role of Social Media and Online Feedback in User Research – Case Studies on Research Techniques					
UNIT IV	Translating User Insights into Design Solutions				9+3
From Insights to Action: Analyzing and Synthesizing Research Data – Identifying Patterns and Themes in User Data – Defining Personas Based on Research – Creating Journey Maps from User Insights – Generating Ideas from User Insights – Ideation and Prototyping Based on User Data – Testing Ideas with Real Users – Integrating User Feedback into the Design Process – Case Studies on Translating Insights into Solutions					
UNIT V	Applying User Research in Business Strategy				9+3
Using User Research to Inform Business Strategy – Customer-Centric Innovation – Mapping Customer Needs to Business Models – Leveraging User Research in Marketing and Sales – Aligning Product Development with User Needs – Improving Customer Experience through Research – Data-Driven Decision Making in Design – Creating Competitive Advantage through User-Centered Design – Case Studies on Strategic Applications of User Research					
		L:45	T:15	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Think Like a UX Researcher: How to Observe Users, Influence Design, and Shape Business Strategy by David Travis and Philip Hodgson <i>Publisher: CRC Press, 2019</i>				
T2	Observing the User Experience: A Practitioner’s Guide to User Research by Elizabeth Goodman, Mike Kuniavsky, and Andrea Moed <i>Publisher: Morgan Kaufmann, 2018</i>				
REFERENCES					
R1	Mapping Experiences: A Complete Guide to Customer Alignment Through Journeys, Blueprints, and Diagrams by Jim Kalbach <i>Publisher: O'Reilly Media, 2020</i>				
R2	The User Experience Team of One: A Research and Design Survival Guide by Leah Buley <i>Publisher: Rosenfeld Media, 2021</i>				
R3	Interviewing Users: How to Uncover Compelling Insights by Steve Portigal <i>Publisher: Rosenfeld Media, Revised Edition, 2018</i>				

R4	Practical Empathy: For Collaboration and Creativity in Your Work by Indi Young <i>Publisher:</i> Rosenfeld Media, Updated Edition, 2020
R5	A Project Guide to UX Design: For User Experience Designers in the Age of Apps and Experiences by Russ Unger and Carolyn Chandler <i>Publisher:</i> New Riders, 4th Edition, 2020

23BDE703	STRATEGIC FORESIGHT AND FUTURE SCENARIO PLANNING				L	T	P	C
					3	1	0	4
UNIT I	Introduction to Strategic Foresight							9+3
Understanding Strategic Foresight – The Role of Foresight in Strategic Planning – Difference Between Forecasting and Foresight – The Need for Long-Term Thinking – Environmental Scanning and Trend Analysis – Types of Foresight: Exploratory vs. Normative – Anticipatory Thinking for Business Leaders – Building Future-Oriented Mindsets – Case Studies on Strategic Foresight								
UNIT II	Scanning the External Environment							9+3
Conducting Environmental Scanning – PESTLE Analysis (Political, Economic, Social, Technological, Legal, and Environmental) – Identifying and Analyzing Key Trends – Understanding Market Forces and Technological Disruptions – Impact of Globalization on Business Foresight – Scenario Planning for Emerging Markets – Quantitative and Qualitative Data for Environmental Scanning – Stakeholder Mapping for Strategic Foresight – Case Studies on Environmental Scanning								
UNIT III	Future Scenario Planning							9+3
Overview of Scenario Planning – Types of Scenarios: Exploratory, Normative, and Predictive – The Four-Quadrant Scenario Method – Crafting Plausible and Impactful Scenarios – Scenario Narratives and Storytelling – Identifying Critical Uncertainties – Scenario Workshops and Brainstorming – Using Scenarios for Strategic Decision Making – Business Continuity and Scenario Planning – Case Studies on Scenario Planning in Action								
UNIT IV	Scenarios to Strategy							9+3
Translating Scenarios into Strategy – Role of Innovation in Scenario Planning – Balancing Risk and Uncertainty in Strategy – Making Strategic Decisions under Uncertainty – Scenario-Based Business Model Design – Resilience and Adaptability in Strategy – Dynamic Capabilities and Scenario Planning – Developing Contingency Plans – Aligning Business Strategy with Future Scenarios – Case Studies on Successful Strategy Development								
UNIT V	Integrating Strategic Foresight into Organizational Culture							9+3
Building Foresight Capabilities within Organizations – The Role of Leadership in Foresight – Fostering a Culture of Long-Term Thinking – Integrating Foresight into Strategic Decision-Making – Cross-Functional Collaboration for Foresight – Using Strategic Foresight to Enhance Organizational Agility – Strategic Foresight Tools for Managers – Creating a Roadmap for Future Planning – Case Studies on Organizational Foresight Practices								
					L:45	T:15	P: 0	Total: 60 Periods
TEXT BOOKS								
T1	Strategic Foresight: Learning from the Future by Patricia Lustig <i>Publisher: Triarchy Press, 2018</i>							
T2	Futuring: The Exploration of the Future by Edward Cornish <i>Publisher: World Future Society, Updated Edition, 2020</i>							
REFERENCES								

R1	Scenario Planning for the Future: Managing Uncertainty and Creating Resilience" by Hugh Courtney <i>Publisher: Bloomsbury, 2019</i>
R2	The Art of the Long View: Planning for the Future in an Uncertain World by Peter Schwartz <i>Publisher: Crown Business, Revised Edition, 2019</i>
R3	Strategic Reframing: The Oxford Scenario Planning Approach by Rafael Ramírez and Angela Wilkinson <i>Publisher: Oxford University Press, 2018</i>
R4	Designing Your Future: An Approach to Strategic Foresight by Arndt Pechstein and Alexander Pinkwart <i>Publisher: Springer, 2021</i>
R5	Future-Proofing Your Business: A Practical Guide to Preparing for Tomorrow's Economy by Troy Sandidge <i>Publisher: Kogan Page, 2020</i>

23BDE704	CREATIVE PROBLEM SOLVING AND PROTOTYPING				L	T	P	C
					3	1	0	4
UNIT I	Introduction to Creative Problem Solving							9+3
Definition and Importance of Creative Problem Solving – The Creative Problem Solving Process – Divergent and Convergent Thinking – Barriers to Creativity and How to Overcome Them – Techniques for Enhancing Creativity – The Role of Intuition and Logic in Problem Solving – Creativity in Complex Problems – Group vs. Individual Creativity – Case Studies on Creative Problem Solving								
UNIT II	Problem Framing and Identification							9+3
Identifying Problems vs. Symptoms – Framing the Right Problem – Problem-Solving Strategies – Using Frameworks to Define Problems: 5 Whys, Fishbone Diagram – Identifying Root Causes – Problem-Solving in Uncertain Conditions – Stakeholder Analysis – Understanding Constraints and Opportunities – Setting Objectives for Problem-Solving – Case Studies on Effective Problem Framing								
UNIT III	Prototyping for Problem Solving							9+3
Role of Prototyping in Problem Solving – Types of Prototypes: Low-Fidelity, High-Fidelity – Prototyping as an Iterative Process – Rapid Prototyping Tools and Techniques – Creating Functional Prototypes with Limited Resources – Prototyping for Complex Problems – Testing Prototypes and Gathering Feedback – Role of Prototyping in Risk Mitigation – Case Studies on Prototyping in Business Innovation								
UNIT IV	Creativity Techniques for Problem Solving							9+3
Brainstorming and Mind Mapping – Six Thinking Hats Technique – Reverse Thinking – Role Storming and SCAMPER – Lateral Thinking – The Disney Creative Strategy – Design Thinking Techniques – Analogical Thinking – Storytelling and Metaphor for Creativity – Case Studies on Successful Creativity Techniques								
UNIT V	Iterative Process and Continuous Improvement							9+3
Iterative Problem Solving Methodology – Feedback Loops and Adjustments – Using Prototypes to Test Solutions – Evaluating and Refining Ideas – Continuous Learning in Problem Solving – Measuring Success and Failure – Real-World Applications of Iterative Design – Prototyping as a Tool for Risk Reduction – Case Studies on Iterative Problem-Solving Processes								
					L:45	T:15	P: 0	Total: 60 Periods
TEXT BOOKS								
T1	Creative Problem Solving for Managers: Developing Skills for Decision Making and Innovation by Tony Proctor <i>Publisher: Routledge, 5th Edition, 2019</i>							
T2	Rapid Prototyping: Principles and Applications by Chee Kai Chua, Kah Fai Leong, and Chu Sing Lim <i>Publisher: World Scientific, 5th Edition, 2021</i>							
REFERENCES								

R1	Think Wrong: How to Conquer the Status Quo and Do Work That Matters by John Bielenberg, Mike Burn, and Greg Galle <i>Publisher: Ten Speed Press, 2018</i>
R2	The Creative Thinking Handbook: Your Step-by-Step Guide to Problem Solving in Business by Chris Griffiths and Melina Costi <i>Publisher: Kogan Page, 2019</i>
R3	Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers by Dave Gray, Sunni Brown, and James Macanufo <i>Publisher: O'Reilly Media, Updated Edition, 2021</i>
R4	Lateral Thinking: Creativity Step by Step by Edward de Bono <i>Publisher: HarperBusiness, Revised Edition, 2018</i>
R5	Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation by Patrick Van Der Pijl, Justin Lokitz, and Lisa Kay Solomon <i>Publisher: Wiley, 2018</i>

23BDE705	SERVICE DESIGN AND CUSTOMER EXPERIENCE STRATEGY	L	T	P	C
		3	1	0	4
UNIT I	Introduction to Service Design				9+3
Defining Service Design – Key Characteristics of Services – The Importance of Service Design in Customer Experience – Service Design Thinking – Service Blueprinting – Touchpoint Mapping – Customer Journey Mapping – Service Prototyping – Understanding Customer Needs and Expectations – Case Studies on Successful Service Design					
UNIT II	Customer Experience (CX) Strategy				9+3
Understanding Customer Experience – The Role of CX in Modern Business – Developing a Customer-Centric Strategy – Building a CX Framework – Touchpoint Analysis and Optimization – Customer Loyalty and Retention Strategies – Omnichannel CX – Metrics for Measuring CX – Digital Transformation and CX – Case Studies on Successful CX Strategies					
UNIT III	Service Innovation and Value Creation				9+3
The Role of Service Innovation in Competitive Advantage – Service Innovation Models – Service Design for Innovation – Designing Services for Value Creation – Collaborative Service Design – Service Customization – Designing Service Processes for Efficiency – Scaling and Replicating Service Innovations – Using Technology in Service Innovation – Case Studies on Service Innovation and Value Creation.					
UNIT IV	Service Delivery and Operational Excellence				9+3
Managing Service Delivery – Service Operations Management – Service Process Optimization – Managing Service Quality – Employee Training for Service Excellence – Role of Technology in Service Delivery – Automating Service Processes – Measuring Service Efficiency – Continuous Improvement in Service Delivery – Case Studies on Service Delivery Excellence					
UNIT V	Service Recovery and Customer Satisfaction				9+3
Understanding Service Failure – Strategies for Service Recovery – Role of Empathy in Service Recovery – Measuring Customer Satisfaction – Tools for Customer Feedback – Analyzing and Addressing Complaints – Using Service Recovery for Brand Loyalty – Training Employees for Service Recovery – Service Recovery and Reputation Management – Case Studies on Effective Service Recovery					
		L:45	T:15	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Service Design: From Insight to Implementation by Andy Polaine, Lavrans Løvlie, and Ben Reason <i>Publisher:</i> Rosenfeld Media, Updated Edition, 2018				

T2	This Is Service Design Doing: Applying Service Design Thinking in the Real World by Marc Stickdorn, Markus Edgar Hormess, Adam Lawrence, and Jakob Schneider <i>Publisher: O'Reilly Media, 2018</i>
REFERENCES	
R1	The CX Leader's Playbook: A Guide to Customer Experience Strategy and Management by Annette Franz <i>Publisher: Palgrave Macmillan, 2021</i>
R2	Mapping Experiences: A Complete Guide to Customer Alignment Through Journeys, Blueprints, and Diagrams by Jim Kalbach <i>Publisher: O'Reilly Media, 2020</i>
R3	Digital Transformation and Customer Experience: A Practitioner's Guide by Simon Kingsnorth <i>Publisher: Kogan Page, 2022</i>
R4	Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service by John A. Goodman <i>Publisher: AMACOM, Revised Edition, 2019</i>
R5	Outside In: The Power of Putting Customers at the Center of Your Business by Harley Manning and Kerry Bodine <i>Publisher: Forrester Research, Updated Edition, 2020</i>

23BDE706	DESIGN FOR SUSTAINABILITY AND CIRCULAR ECONOMY	L	T	P	C
		3	1	0	4
UNIT I	Introduction to Sustainability in Design				9+3
Definition and Importance of Sustainability – Environmental Impact of Design – Sustainable Product Design – Life Cycle Analysis in Design – Eco-friendly Materials and Processes – Reducing Carbon Footprint in Design – Principles of Sustainable Design – Sustainable Innovation in Design – Sustainable Packaging – Case Studies on Sustainable Design					
UNIT II	Circular Economy and Design Principles				9+3
Understanding the Circular Economy – Key Principles of Circular Economy – Cradle to Cradle Design – Design for Durability, Repairability, and Upgradability – Minimizing Waste in Design – Recycling and Reusing in Product Design – Circular Business Models – Circular Supply Chains – Design for Resource Efficiency – Case Studies on Circular Economy Practices					
UNIT III	Sustainable Materials and Green Design				9+3
Sourcing Sustainable Materials – Eco-friendly and Renewable Materials – Material Efficiency in Design – Toxic Materials and Their Alternatives – Biodegradable Products – Energy-Efficient Design – Designing for Product Longevity – Waste Reduction and Recycling Techniques – Green Certifications and Standards – Case Studies on Green Design					
UNIT IV	Environmental Impact Assessment and Design				9+3
Measuring Environmental Impact – Life Cycle Assessment (LCA) – Environmental Footprint of Products – Reducing Negative Environmental Impacts – Sustainable Manufacturing Processes – Sustainable Packaging Design – Design for Deconstruction and Recycling – Tools for Impact Assessment – Design for Zero Waste – Case Studies on EIA in Design					
UNIT V	Innovation in Sustainable Design				9+3
Role of Innovation in Sustainable Design – Incorporating Sustainability into the Design Process – Sustainable Product Development Strategies – Eco-Innovation in Design – Role of Design Thinking in Sustainability – Implementing Circular Economy Strategies – Innovations in Green Technology – Collaboration for Sustainability – Challenges and Opportunities in Sustainable Innovation – Case Studies on Sustainable Design Innovation					
		L:45	T:15	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Sustainable Design: HCI, Usability and Environmental Concerns by Tomayess Issa, Pedro Isaias, and Theodora Issa <i>Publisher: Springer, 2019</i>				

T2	Circular Economy and Sustainability: Volume 1—Management and Policy by Alexandros Stefanakis and Ioannis Nikolaou <i>Publisher:</i> Springer, 2021
REFERENCES	
R1	Cradle to Cradle: Remaking the Way We Make Things by William McDonough and Michael Braungart <i>Publisher:</i> North Point Press, Revised Edition, 2019
R2	The Circular Economy Handbook: Realizing the Circular Advantage by Peter Lacy, Jessica Long, and Wesley Spindler <i>Publisher:</i> Palgrave Macmillan, 2020
R3	Sustainable Materials Without the Hot Air: Making Buildings, Vehicles and Products Efficiently and with Less New Material by Julian Allwood and Jonathan Cullen <i>Publisher:</i> UIT Cambridge, Updated Edition, 2018
R4	Sustainability Principles and Practice by Margaret Robertson <i>Publisher:</i> Routledge, 3rd Edition, 2021
R5	"Innovating for Sustainability: Green Products, Green Technologies, Green Innovations by Bart Bossink <i>Publisher:</i> Routledge, 2020

23BDE707	SYSTEMS THINKING AND BUSINESS TRANSFORMATION	L	T	P	C
		3	1	0	4
UNIT I	Introduction to Systems Thinking				9+3
Definition and Principles of Systems Thinking – Historical Context and Evolution of Systems Thinking – The Systemic Approach to Problem Solving – Interconnectedness in Systems – Open vs. Closed Systems – Feedback Loops: Positive and Negative Feedback – Causality in Systems – Mental Models and Systems Thinking – Systems Thinking in Complex Business Environments – Case Studies on Systems Thinking					
UNIT II	Analyzing and Mapping Systems				9+3
System Mapping Techniques – Tools for System Mapping: Causal Loop Diagrams, Stock and Flow Diagrams – Understanding System Boundaries – Identifying and Defining Variables – Analyzing System Behavior – Modeling System Dynamics – Identifying Feedback Loops in Business Processes – Mapping Value Streams – Using Systems Maps for Problem Solving – Case Studies on System Mapping in Business					
UNIT III	Business Transformation and Systems Thinking				9+3
Understanding Business Transformation – Importance of Systems Thinking in Transformation – Key Drivers of Business Transformation – Strategic Frameworks for Transformation – Aligning Strategy, Structure, and Processes – Organizational Change through Systems Thinking – Systemic Design for Business Transformation – Integrating Technology in Business Transformation – Measuring Transformation Success – Case Studies on Business Transformation					
UNIT IV	Change Management and Systemic Interventions				9+3
Defining Change Management – Understanding Resistance to Change – Tools for Managing Organizational Change – Role of Leadership in Change – Managing Complex Change in Systems – Systemic Interventions for Business Improvement – Organizational Culture and Change – Implementing Agile and Lean for Transformation – Measuring Change Effectiveness – Case Studies on Successful Change Management					
UNIT V	Systems Thinking in Strategy and Decision Making				9+3
Role of Systems Thinking in Strategic Decision Making – Holistic Approach to Strategic Planning – Systemic Decision Making Models – Decision Support Systems (DSS) in Business – Balancing Short-term and Long-term Goals – Anticipating Unintended Consequences – Using Systems Thinking to Solve Wicked Problems – Scenario Planning and Systems Thinking – Case Studies on Systems					

Thinking in Strategic Decisions			
	L:45	T:15	P: 0
Total: 60 Periods			
TEXT BOOKS			
T1	Systems Thinking for Business: Capitalize on Structures, Collaborations and Complexities for Success by Richard Bradley <i>Publisher: Wiley, 2021</i>		
T2	Business Dynamics: Systems Thinking and Modeling for a Complex World by John D. Sterman <i>Publisher: McGraw-Hill, Updated Edition, 2020</i>		
REFERENCES			
R1	Thinking in Systems: A Primer by Donella H. Meadows <i>Publisher: Chelsea Green Publishing, Updated Edition, 2018</i>		
R2	The Systems Thinking Playbook: Exercises to Stretch and Build Learning and Systems Thinking Capabilities by Linda Booth Sweeney and Dennis Meadows <i>Publisher: Chelsea Green Publishing, 2021</i>		
R3	Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results by David Peter Stroh <i>Publisher: Chelsea Green Publishing, Revised Edition, 2019</i>		
R4	The Fifth Discipline: The Art & Practice of The Learning Organization by Peter M. Senge <i>Publisher: Crown Business, Updated Edition, 2019</i>		
R5	Systems Thinking Strategy: The New Way to Understand Your Business and Drive Performance by Jimmy Brown <i>Publisher: Kogan Page, 2020</i>		

23BDE708	BUSINESS MODEL INNOVATION AND VALIDATION	L	T	P	C
		3	1	0	4
UNIT I	Introduction to Business Models				9+3
Definition and Types of Business Models – Importance of Business Models for Competitive Advantage – Business Model Canvas – Key Components of Business Models: Value Proposition, Customer Segments, Revenue Streams – Business Model Innovation vs. Business Strategy – Exploring Disruptive Business Models – Evolving Business Models in the Digital Age – Case Studies on Successful Business Models					
UNIT II	Innovation in Business Models				9+3
The Process of Business Model Innovation – Disruptive Innovation and New Business Models – Open Innovation and Business Model Evolution – Digital Business Models – Platform Business Models – Subscription and Freemium Models – Business Model Innovation in Traditional Industries – Value Proposition Innovation – Managing Business Model Change – Case Studies on Business Model Innovation					
UNIT III	Validating Business Models				9+3
Business Model Validation Process – Customer Discovery and Validation – Prototyping and Testing Business Models – Using Customer Feedback for Validation – Lean Startup Methodology – Hypothesis Testing for Business Models – Scaling Business Models – Key Metrics for Validating Business Models – Pivoting and Iterating Business Models – Case Studies on Validating Business Models					
UNIT IV	Business Model Canvas and Tools				9+3
Detailed Exploration of the Business Model Canvas – Value Proposition Canvas – Lean Canvas – Creating and Analyzing Business Models Using Canvases – Tools for Business Model Design and Validation – Value Chain Analysis for Business Models – Blue Ocean Strategy and Business Models – Creating Scalable Business Models – Using Business Models for Strategic Planning – Case Studies on Applying Business Model Tools					
UNIT V	Business Model Innovation in Practise				9+3
Integrating Business Model Innovation with Organizational Strategy – Identifying Innovation Opportunities in Business Models – Operationalizing New Business Models – Using Business Models to Create New Markets – Collaborating with Stakeholders in Business Model Innovation – Building a Culture of Business Model Innovation – Case Studies on Business Model Transformation – Challenges in Implementing Innovative Business Models					
		L:45	T:15	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers by Alexander Osterwalder and Yves Pigneur <i>Publisher: Wiley, Updated Edition, 2020</i>				
T2	The Invincible Company: How to Constantly Reinvent Your Organization with Inspiration From the World's Best Business Models by Alexander Osterwalder and Yves Pigneur <i>Publisher: Wiley, 2020</i>				

REFERENCES

R1	Value Proposition Design: How to Create Products and Services Customers Want by Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, and Alan Smith <i>Publisher: Wiley, 2020</i>
R2	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries <i>Publisher: Crown Business, Updated Edition, 2020</i>
R3	Blue Ocean Shift: Beyond Competing – Proven Steps to Inspire Confidence and Seize New Growth by W. Chan Kim and Renée Mauborgne <i>Publisher: Macmillan, Updated Edition, 2019</i>
R4	Platform Revolution: How Networked Markets Are Transforming the Economy by Geoffrey Parker, Marshall Van Alstyne, and Sangeet Paul Choudary <i>Publisher: Norton, Updated Edition, 2018</i>
R5	Testing Business Ideas: A Field Guide for Rapid Experimentation by David J. Bland and Alexander Osterwalder <i>Publisher: Wiley, 2019</i>

23BBE711	TRAINING AND DEVELOPMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> • To provide an in-depth understanding of the principles and practices of employee training and development. • To develop the skills necessary to design, implement, and evaluate effective training programs. • To explore contemporary trends and technologies in training and learning methodologies. • To understand the legal and ethical considerations in employee training and development. • To equip students with knowledge of competency-based training and performance improvement strategies. 					
UNIT I	Fundamentals of Training and Development				12
Concept and Importance of Training & Development – Training vs. Development – Adult Learning Theories (Andragogy, Experiential Learning) – The Training Process Model – Role of Training in Organizational Success – Types of Training (On-the-Job, Off-the-Job, E-learning) – Competency-Based Training – Training Need Assessment (TNA) – Kirkpatrick's Training Evaluation Model – ADDIE Model for Training Design – Organizational Learning and Knowledge Management – Learning Management Systems (LMS).					
UNIT II	Training Methods and Techniques				12
Lecture, Demonstration, Case Study, Role Play – Simulation-Based Training – Gamification in Training – Coaching & Mentoring Techniques – Outbound and Experiential Training – E-Learning and Virtual Training – Microlearning & Adaptive Learning – Behavioral and Soft Skills Training – Mobile Learning – Train-the-Trainer Model – Neuro-Linguistic Programming (NLP) in Training – AI & VR-Based Training Methods.					
UNIT III	Training Design and Implementation				12
Instructional Design Models (ADDIE, SAM) – Developing Training Content – Aligning Training with Business Goals – Budgeting for Training Programs – Pre-Training Preparation – Training Logistics and Resource Allocation – Training Delivery Strategies – Engaging Employees in Training – Adult Learning Styles – Facilitator and Trainer Effectiveness – Overcoming Training Challenges – Training Policy and Guidelines.					
UNIT IV	Training Evaluation and ROI				12
Training Effectiveness Models (Kirkpatrick, Phillips) – Measuring Training ROI – Pre and Post-Training Assessment – Feedback Mechanisms – Competency Mapping and Skill Gap Analysis – Benchmarking Training Best Practices – Legal and Ethical Considerations in Training – Employee Engagement Post-Training – Case Studies on Training Effectiveness – Linkage of Training to Performance – Training Documentation and Reporting – Continuous Learning Culture.					
UNIT V	Training and Development Trends				12
Digital Learning & AI-Driven Training – Personalized and Adaptive Learning – Hybrid and Blended Learning Approaches – Role of Data Analytics in Training – Future of Workplace Learning – Reskilling and Upskilling Trends – Training for Multigenerational Workforce – Diversity and Inclusion in Training – Leadership Development Programs – Organizational Learning Culture –					

23BBE712	ORGANISATIONAL CHANGE AND DEVELOPMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the fundamental concepts and significance of organizational change and development. To analyze the theories and models of change management and their application in organizations. To equip students with the skills to diagnose organizational issues and implement effective interventions. To explore the role of leadership, culture, and communication in managing change. To examine contemporary trends and challenges in organizational change and development. 					
UNIT I	Introduction to Organisational Change and Development	12			
Concept and Importance of Change Management – Organizational Development (OD) and Its Evolution – Theories of Organizational Change – Change Agents and Their Role – Resistance to Change: Causes and Strategies – Change Management Models (Lewin’s Change Model, Kotter’s 8-Step Model) – Organizational Diagnosis – OD Values and Assumptions – Culture and Change – Organizational Learning and Change – Change Communication Strategies – Ethics in Change Management.					
UNIT II	Change Management Strategies and Implementation	12			
Types of Organizational Change (Transformational, Incremental, Strategic) – Change Readiness Assessment – Change Implementation Process – Stakeholder Management in Change – Role of Leadership in Change – Overcoming Psychological Barriers to Change – Managing Resistance to Change – Change Leadership vs. Change Management – Agile and Adaptive Change Strategies – Creating a Change-Resilient Organization – Digital Transformation and Change – Case Studies on Successful Change Initiatives.					
UNIT III	Organisational Development Interventions	12			
Types of OD Interventions – Process Consultation – Team Building Interventions – Structural Interventions – HRM Interventions – Talent Development Interventions – Large-Scale Interventions – Role of OD Practitioners – Action Research Model – Appreciative Inquiry – Employee Engagement Interventions – Workplace Well-being Initiatives.					
UNIT IV	Measuring Organisational Change	12			
Evaluating the Effectiveness of Change – Change Metrics and KPIs – Measuring Employee Buy-In – Long-Term Sustainability of Change – Institutionalizing Change – Continuous Improvement Models – Change Governance Framework – Role of Technology in Sustaining Change – Psychological Contract and Change – Aligning Change with Organizational Strategy – Linking OD with Business Performance – Global Perspectives on Change Management.					
UNIT V	Digital Disruptions in Change and Development	12			
Digital Disruptions and Change – AI and Machine Learning in Change Management – Future of OD in the Digital Age – Agile Organizations and Change Agility – Behavioral Science in Change – Change in Remote and Hybrid Work Environments – Organizational Culture and Change Adaptability –					

23BBE713	ORGANISATIONAL DESIGN FOR EXCELLENCE	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the fundamental principles and importance of organizational design in achieving business excellence. To explore various organizational structures and their impact on efficiency and effectiveness. To analyze the relationship between strategy, structure, and organizational performance. To examine contemporary trends and innovations in organizational design. To develop skills to design agile and adaptive organizations for sustainable growth. 					
UNIT I	Fundamentals of Organisational Design	12			
Concept and Importance of Organizational Design – Evolution of Organizational Structures – Principles of Organizational Design – Mechanistic vs. Organic Structures – Structural Contingency Theory – Role of Strategy in Organizational Design – Types of Organizational Structures (Functional, Divisional, Matrix, etc.) – Organizational Hierarchy and Reporting Relationships – Centralization vs. Decentralization – Bureaucratic and Post-Bureaucratic Models – Organizational Culture and Design – Impact of Technology on Organizational Design.					
UNIT II	Designing for Efficiency and Effectiveness	12			
Business Process Reengineering (BPR) – Lean and Agile Organizations – High-Performance Work Systems – Role of HR in Organizational Design – Workplace Design and Employee Productivity – Cross-Functional Teams and Collaboration – Empowerment and Job Enrichment – Horizontal and Vertical Integration – Workforce Planning and Organizational Design – Task and Role Analysis – Departmentalization Strategies – Case Studies on Organizational Design.					
UNIT III	Organisational Design Models and Frameworks	12			
Galbraith’s Star Model – Mintzberg’s Organizational Configurations – Nadler-Tushman Congruence Model – McKinsey 7S Framework – Organizational Lifecycle and Growth Stages – Hybrid Organizational Structures – Virtual and Network Organizations – Boundaryless Organizations – Decentralized and Flat Organizations – Role of AI and Automation in Organizational Design – Knowledge-Based Organizations – Strategic Alignment of Structure and Goals.					
UNIT IV	Implementing Organisational Design Changes	12			
Diagnosing Organizational Inefficiencies – Change Management in Organizational Design – Role of Leadership in Design Transformation – Talent Management and Organizational Design – Structural Flexibility and Innovation – Aligning Performance Management with Organizational Design – Employee Engagement in Organizational Design – Downsizing and Restructuring Strategies – Mergers and Acquisitions Impact on Design – Managing Organizational Complexity – Decision-Making and Organizational Design – Case Studies on Organizational Transformation.					
UNIT V	Future of Organisational Design	12			
Digital and AI-Driven Organizations – Future of Work and Organizational Structures – Remote and Hybrid Work Models – Ecosystem-Based Organizational Models – Gig Economy and Its Impact on Design – Sustainable and Green Organizational Designs – Employee-Centric Design Approaches – Globalization and Organizational Adaptability – Diversity and Inclusion in Organizational Structures – Organizational Design in Startups vs. Large Enterprises – Blockchain and Decentralized					

23BBE714	INDUSTRIAL RELATIONS AND LABOR LAWS	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the fundamentals of industrial relations and their significance in a business environment. To explore the role of trade unions, collective bargaining, and dispute resolution mechanisms. To examine key labour laws governing employer-employee relationships in India. To analyze the impact of legal and regulatory frameworks on industrial relations. To equip students with practical knowledge to handle industrial disputes and compliance issues effectively. 					
UNIT I	Introduction to Industrial Relations	12			
Concept and Importance of Industrial Relations - Evolution of Industrial Relations in India - Theories of Industrial Relations - Role of Employers, Employees, and Government - Industrial Relations and Economic Development - Industrial Disputes: Causes and Consequences - Role of Trade Unions in Industrial Relations - Collective Bargaining: Concepts and Strategies - Grievance Handling and Conflict Resolution - Case Studies on Industrial Relations Practices in Indian and Global Contexts					
UNIT II	Trade Unions and Collective Bargaining	12			
Definition and Functions of Trade Unions - Evolution of Trade Unions in India - The Trade Unions Act, 1926: Provisions and Implications - Structure and Registration of Trade Unions - Recognition of Trade Unions and Their Role in Industrial Democracy - Theories of Trade Unionism - Collective Bargaining: Process, Types, and Challenges - Negotiation Techniques in Industrial Relations - Impact of Globalization on Trade Unions - Case Studies on Successful and Unsuccessful Collective Bargaining Agreements					
UNIT III	Industrial Disputes and Resolution Mechanism	12			
Industrial Disputes Act, 1947: Key Provisions - Types of Industrial Disputes - Strike, Lockout, and Layoff: Legal Implications - Dispute Settlement Machinery: Conciliation, Arbitration, and Adjudication - Role of Labour Courts and Tribunals - Role of Mediation in Industrial Disputes - Employee Discipline and Domestic Inquiry - Code on Industrial Relations, 2020: Key Changes and Implications - Case Laws on Industrial Disputes - Case Studies on Industrial Dispute Resolution					
UNIT IV	Labour Laws and Compliance	12			
Factories Act, 1948: Health, Safety, and Welfare Provisions - Minimum Wages Act, 1948 - Payment of Wages Act, 1936 - Employees' Provident Fund and Miscellaneous Provisions Act, 1952 - Employees' State Insurance Act, 1948 - Payment of Bonus Act, 1965 - The Code on Wages, 2019: Key Features - Social Security Code, 2020: Implications for Employers and Employees - Occupational Health and Safety Regulations - Case Studies on Labour Law Compliance in Organizations					
UNIT V	Industrial Relations in the New Age	12			
Technology and Industrial Relations - The Gig Economy and Labour Rights - Workplace Diversity and Labour Laws - Impact of AI and Automation on Industrial Relations - Ethical Issues in Employment Relations - Role of HR in Maintaining Harmonious Industrial Relations - International Labour Laws and ILO Conventions - Changing Workforce Demographics and Industrial Relations -					

23BBE715	TALENT ACQUISITION AND MANAGEMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the principles and processes of talent acquisition in organizations. To explore sourcing, selection, and onboarding strategies aligned with business goals. To analyze modern tools and techniques used in talent acquisition and management. To examine employer branding, workforce planning, and retention strategies. To equip students with practical skills in managing a diverse and dynamic workforce. 					
UNIT I	Introduction to Talent Acquisition	12			
Concept and Importance of Talent Acquisition - Workforce Planning and Forecasting - Job Analysis and Job Design - Competency Mapping and Its Role in Talent Acquisition - Employer Branding and Employee Value Proposition - Recruitment Planning and Strategy - Internal vs. External Hiring - The Role of HR in Talent Acquisition - Diversity and Inclusion in Hiring - Case Studies on Successful Talent Acquisition Strategies					
UNIT II	Sourcing, Selection and Onboarding	12			
Sourcing Strategies: Internal and External - Social Media and Digital Recruitment - AI and Automation in Hiring - Campus Recruitment and Internship Programs - Resume Screening and Shortlisting - Selection Methods: Interviews, Assessments, and Psychometric Testing - Behavioral and Competency-Based Interviewing - Background Verification and Reference Checks - Onboarding and Induction Programs - Case Studies on Best Practices in Selection and Onboarding					
UNIT III	Talent Management and Succession Planning	12			
Talent Management Frameworks - Identifying and Developing High-Potential Employees - Succession Planning and Leadership Development - Career Planning and Progression - Performance Management and Feedback Mechanisms - Coaching and Mentoring for Talent Development - Retention Strategies and Employee Engagement - Work-Life Balance and Flexibility in Talent Management - Role of HR in Developing a Talent Pipeline - Case Studies on Talent Development and Succession Planning					
UNIT IV	Technology and Analytics and Talent Management	12			
HR Technology Trends in Recruitment and Talent Management - Applicant Tracking Systems (ATS) - HR Analytics for Talent Acquisition - Predictive Analytics in Hiring Decisions - Use of Gamification in Recruitment - Data-Driven Decision Making in Talent Management - AI Chatbots and Virtual Hiring - Ethical Considerations in AI-Based Hiring - Measuring the Effectiveness of Talent Acquisition Strategies - Case Studies on HR Analytics in Talent Management					
UNIT V	Emerging Trends and Future Challenges in Talent Management	12			
The Gig Economy and Its Impact on Talent Acquisition - Remote Hiring and Virtual Workforce Management - Employer Branding in the Digital Era - Challenges in Retaining Top Talent - Impact of Diversity and Inclusion on Talent Acquisition - The Future of Work: AI, Automation, and Talent Strategies - Global Talent Acquisition Strategies - Ethical and Legal Issues in Hiring - Building an Agile and Adaptive Workforce - Case Studies on Future Workforce Trends					
		L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS					

23BBE716	COMPENSATION AND REWARD MANAGEMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the concepts and frameworks of compensation and reward management. To explore the various components of compensation and their impact on employee motivation and performance. To analyze the relationship between compensation structures and organizational goals. To examine legal, ethical, and social issues in compensation and rewards. To equip students with the knowledge and skills to design and implement compensation systems that align with business strategies. 					
UNIT I	Introduction to Compensation and Reward Management				12
Concept of Compensation and Reward Management - Objectives and Functions of Compensation - Evolution of Compensation Systems - Types of Compensation: Direct and Indirect - Financial vs Non-Financial Rewards - Pay Structures and Pay Grades - Job Evaluation: Methods and Techniques - Legal Framework for Compensation - Key Principles in Reward Management - Case Studies on Effective Compensation Systems					
UNIT II	Components of Compensation and Benefits				12
Basic Pay and Allowances - Performance-Based Compensation - Incentives and Bonuses - Profit Sharing and Stock Options - Benefits and Perks: Health, Retirement, and Insurance - Flexible Compensation and Cafeteria Plans - Non-Monetary Rewards: Recognition, Career Development, and Work Environment - Fringe Benefits and Employee Welfare - Employee Assistance Programs (EAPs) - Case Studies on Benefits Programs in Global and Indian Companies					
UNIT III	Compensation Strategy and Design				12
Aligning Compensation with Business Strategy - Developing a Compensation Philosophy - External vs Internal Equity in Compensation - Market Pricing and Salary Surveys - Pay-for-Performance Models - Designing Executive Compensation Plans - Compensation and Organizational Culture - Costing of Compensation Plans - Linking Compensation with Employee Motivation - Case Studies on Compensation Strategy Alignment with Organizational Objectives					
UNIT IV	Legal and Ethical Aspects of Compensation				12
Labour Laws and Compensation Regulations in India - Minimum Wages Act, 1948 - Payment of Bonus Act, 1965 - Equal Pay for Equal Work: Legal Implications - Gender Pay Gap and its Ethical Considerations - Compensation and Taxation Laws - The Payment of Gratuity Act, 1972 - Social Security and Employee Welfare Laws - Compliance and Legal Risks in Compensation Design - Case Studies on Legal and Ethical Issues in Compensation					
UNIT V	Innovative Compensation and Reward Systems				12
Global Trends in Compensation and Reward Management - The Gig Economy and its Impact on Compensation - Technology and Compensation Analytics - Role of Artificial Intelligence in Salary Benchmarking - Employee Wellbeing and Total Rewards - Recognition Programs and Employee Engagement - Personalized Compensation and Tailored Benefits Packages - Pay Transparency and its Implications - Emerging Trends in Executive Compensation - Case Studies on Innovative Reward Systems					
		L:60	T:0	P: 0	Total: 60 Periods

23BBE717	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the integration of human resource management with overall business strategy. To explore various strategic HRM models and their impact on organizational performance. To examine the role of HR in achieving competitive advantage. To analyze the key challenges and practices in strategic HRM in a global context. To develop the skills to design and implement strategic HRM plans aligned with business objectives. 					
UNIT I	Introduction to Strategic HRM	12			
Concept of Strategic HRM - Evolution of Strategic HRM - Role of HR in Strategic Management - Link between HR Strategy and Business Strategy - HRM as a Competitive Advantage - The Role of HR in Organizational Effectiveness - HR and Organizational Culture - Strategic Alignment of HR Practices - Corporate Strategy and HR Strategy Integration - Case Studies on Strategic HRM Implementation					
UNIT II	Strategic HRM Models and Frameworks	12			
The Harvard Framework for HRM - The Michigan Model of HRM - The Resource-Based View (RBV) of HRM - Best Fit vs Best Practice in Strategic HRM - High-Performance Work Systems (HPWS) - Strategic Human Capital Management - The 7-S Framework in HRM - The Balanced Scorecard in HRM - Human Capital and Organizational Performance - Case Studies on Strategic HRM Models and Frameworks					
UNIT III	Talent Management and Succession Planning	12			
Talent Management as a Strategic Priority - Aligning Talent Management with Business Strategy - Succession Planning and Leadership Development - Identifying and Nurturing High-Potential Employees - Building a Talent Pipeline - Developing Leadership Talent for Strategic Success - Retaining Top Talent - Performance Management in Strategic HRM - Career Development and Succession Planning Practices - Case Studies on Talent Management and Succession Planning					
UNIT IV	Global Strategic HRM	12			
Globalization and its Impact on HRM - Cross-Cultural HRM - HRM in Multinational Corporations - Expatriate Management and Cross-Cultural Training - Global Staffing and Talent Sourcing - International Labor Standards and Legal Frameworks - Managing a Global Workforce - Global HR Challenges: Diversity, Work-Life Balance, and Ethics - Strategic HRM in Emerging Markets - Case Studies on Global Strategic HRM					
UNIT V	Contemporary Issues in HRM	12			
Employee Engagement and Retention - HR Analytics for Strategic Decision Making - Technology and Digital Transformation in HRM - Artificial Intelligence in HR - The Role of HR in Organizational Change - Agile HRM - Work-Life Balance and Employee Wellbeing - Future of Work and HRM - Sustainability and Corporate Social Responsibility (CSR) in HRM - Case Studies on Contemporary HRM Issues					
		L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS					

23BBE718	HUMAN RESOURCE ANALYTICS	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To introduce the concept of Human Resource Analytics (HRA) and its role in decision-making. To explore various metrics and tools used in HR analytics to improve organizational performance. To understand the importance of data-driven decision making in HR. To develop the ability to apply HR analytics in key areas such as recruitment, performance, and retention. To assess the ethical and legal implications of using analytics in HR practices. 					
UNIT I	Introduction to HR Analytics	12			
Definition and Scope of HR Analytics - Evolution of HR Analytics - The Role of Analytics in HRM - HR Analytics vs Traditional HR Practices - Key HR Metrics: Recruitment, Retention, Engagement - The Business Case for HR Analytics - Types of Data: Quantitative and Qualitative - HR Data Collection Methods - Data Quality and Data Governance in HR Analytics - Case Studies on HR Analytics Implementation					
UNIT II	HR Metrics and Key Performance Metrics (KPIs)	12			
HR Metrics: Definition and Types - Recruitment Metrics: Time to Hire, Cost per Hire, Quality of Hire - Retention Metrics: Turnover Rate, Absenteeism Rate - Performance Metrics: Employee Productivity, Goal Achievement - Engagement Metrics: Employee Satisfaction, Employee Net Promoter Score (eNPS) - Compensation and Benefits Metrics - Training and Development Metrics - Benchmarking HR Metrics against Industry Standards - KPIs for Strategic HRM - Case Studies on HR Metrics and KPIs					
UNIT III	Tools and Techniques in HR Analytics	12			
Statistical Tools in HR Analytics: Descriptive, Predictive, and Prescriptive Analytics - Data Visualization Tools for HR Data - HR Software and Analytics Platforms - Excel for HR Analytics - Predictive Analytics in Talent Acquisition - Machine Learning Algorithms in HR Analytics - Natural Language Processing (NLP) in Employee Sentiment Analysis - HR Dashboards and Reporting Tools - Building HR Dashboards for Real-Time Decision Making - Case Studies on Use of Tools in HR Analytics					
UNIT IV	Application of HR Analytics in Key HR Areas	12			
Talent Acquisition: Predicting Candidate Fit and Success - Performance Management: Predicting High Performers and Developing Training Plans - Retention Strategies: Identifying Flight Risk Employees - Employee Engagement: Using Data to Improve Engagement Programs - Learning and Development: Identifying Skill Gaps and Training Needs - Workforce Planning: Optimizing Resource Allocation - Diversity and Inclusion: Analyzing Workforce Demographics - Compensation Analytics: Ensuring Fair and Competitive Pay - HR Analytics in Organizational Development and Change Management - Case Studies on HR Analytics in Various HR Domains					
UNIT V	Ethical Considerations in HR Analytics	12			

23BBE721	CONSUMER BEHAVIOR	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> • To provide a comprehensive understanding of the factors influencing consumer behavior. • To analyze the psychological, social, and cultural aspects of consumer decision-making. • To equip students with the ability to apply consumer behavior theories to marketing strategies. • To foster critical thinking through case studies and practical applications. • To develop skills for analyzing consumer data and trends 					
UNIT I	INTRODUCTION TO CONSUMER BEHAVIOR				12
Definition, Importance, and Scope of Consumer Behavior, Consumer Behavior and Marketing Strategy, Role of Consumer Research in Understanding Behavior, Consumer Decision-Making Process: Overview, Types of Consumer Decisions (Routine, Limited, Extensive), Factors Influencing Consumer Behavior: Internal vs External, The Consumer as an Individual: Needs, Wants, and Demands, Evolution of Consumer Behavior Studies, Globalization and Consumer Behavior, Ethical Issues in Consumer Behavior					
UNIT II	PSYCHOLOGICAL INFLUENCES ON CONSUMER BEHAVIOR				12
Motivation: Theories and Applications (Maslow, Herzberg), Personality and Consumer Behavior: Traits and Theories, Perception: Process, Selection, and Interpretation, Learning Theories: Classical Conditioning, Operant Conditioning, Attitudes: Formation, Components, and Change, Emotions in Consumer Behavior, Information Processing: Role in Consumer Decision-Making, Memory and Consumer Recall, Role of Self-Concept in Purchasing Behavior, Risk Perception and Consumer Behavior.					
UNIT III	SOCIAL AND CULTURAL INFLUENCES				12
Group Influence: Types of Groups and Impact on Consumer Decisions, Family as a Consumer Unit: Roles and Decision-Making, Social Class and Consumer Behavior, Cultural Influences on Consumption Patterns, Subcultures: Significance and Marketing Implications, Role of Reference Groups, Opinion Leadership and Word-of-Mouth Behavior, Cross-Cultural Consumer Behavior, Social Media Influence on Consumer Behavior, Cultural Shifts and Emerging Trends.					
UNIT IV	CONSUMER DECISION-MAKING PROCESS				12
Stages in the Decision-Making Process, Problem Recognition and Information Search, Evaluation of Alternatives, Purchase Decision and Post-Purchase Behavior, High-Involvement vs Low-Involvement Decisions, Role of Heuristics in Decision-Making, Influence of Digital Media on Decision-Making, Consumer Satisfaction and Loyalty, Decision-Making in B2B vs B2C Markets, Post-Purchase Dissonance and Resolution.					
UNIT V	CONSUMER TRENDS AND INNOVATIONS				12
Consumer Behavior in the Digital Age, Role of Artificial Intelligence in Understanding Consumers, Personalization and Predictive Analytics, Omni-Channel Consumer Behavior, Green Consumerism and Sustainable Consumption, Impact of Influencer Marketing on Consumer Choices, Consumer Privacy and Ethical Considerations, Emerging Trends in E-Commerce, Behavioral Economics in					

CO 1	Understand the foundational concepts of consumer behavior and their implications for marketing.
CO 2	Analyze the psychological and social factors influencing consumer decisions.
CO 3	Apply theoretical frameworks to real-world consumer behavior scenarios.
CO 4	Design marketing strategies based on consumer insights and data.
CO 5	Evaluate emerging trends and innovations in consumer behavior to predict future consumption patterns.

Consumer Behavior, The Future of Consumer Behavior Research.

L:60 T:0 P: 0 Total: 60 Periods

TEXT BOOKS

T1	Hoyer, W. D., MacInnis, D. J., Pieters, R., Chan, E., Northey, G. (2017). Consumer Behaviour: Asia-Pacific Edition. United States: Cengage Learning Australia.
T2	Szmigin, I., Piacentini, M. (2018). Consumer Behaviour. United Kingdom: Oxford University Press.

REFERENCES

R1	Consumer Behavior (12th Edition) By Pearson. (2019). India: Pearson Education India.
R2	Consumer Behaviour - SBPD Publications. (2021). (n.p.): SBPD Publications.
R3	Sethna, Z., Blythe, J. (2019). Consumer Behaviour. United Kingdom: SAGE Publications.
R4	Schiffman, L. G., Wisenblit, J. L. (2018). Consumer Behavior, Global Edition. United Kingdom: Pearson Education.
R5	Consumer Behavior. (1973). (n.p.): (n.p.).

Mapping of Programme Outcomes / Programme Specific Outcomes

COs	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
C01	3	3	2	2	1	1	2	1	2	2	1	3	2	1
C02	2	3	3	2	1	2	2	2	1	1	1	2	3	2
C03	3	2	3	3	2	2	1	1	2	2	1	3	2	3
C04	3	3	3	3	2	3	2	2	3	3	2	3	3	3
C05	2	2	3	3	3	2	3	2	3	3	3	3	3	3

23BBE722	MARKETING COMMUNICATION STRATEGY				L	T	P	C
					4	0	0	4
UNIT I	Fundamentals of Marketing Communication							12
Definition, Importance, and Scope of Marketing Communication, Evolution of Marketing Communication, Communication Process and Models, Objectives of Marketing Communication, Key Elements of Integrated Marketing Communication (IMC), Role of Marketing Communication in the Marketing Mix, Factors Influencing Marketing Communication Strategies, Ethical Issues in Marketing Communication, Globalization and its Impact on Communication Strategies, Introduction to Communication Theories (AIDA, DAGMAR, Hierarchy of Effects).								
UNIT II	Tools of Marketing Communication							12
Advertising: Concepts and Types, Sales Promotion: Techniques and Effectiveness, Public Relations and Corporate Communication, Direct Marketing: Techniques and Benefits, Personal Selling: Process and Strategies, Digital Marketing Communication Tools (SEO, PPC, Social Media), Content Marketing and Storytelling, Sponsorship and Event Marketing, Mobile Marketing and SMS Campaigns, Influencer Marketing in Modern Contexts.								
UNIT III	Strategic Planning in Marketing Communication							12
Importance of Strategic Planning, Setting Communication Objectives, Target Audience Analysis and Segmentation, Positioning and Messaging Strategies, Budget Allocation for Communication Campaigns, Selection of Media Channels: Traditional vs Digital, Media Planning and Buying, Coordination of IMC Elements, Cross-Cultural Communication Strategies, Measurement and Evaluation of Communication Effectiveness.								
UNIT IV	Digital Marketing Communication							12
Overview of Digital Marketing, Social Media Marketing Strategies, Email Marketing Campaigns, Role of AI and Automation in Marketing Communication, Personalization and Predictive Analytics, Viral Marketing and Content Sharing, Managing Online Reputation, Measuring Digital Campaign Effectiveness (KPIs and Metrics), Role of Chatbots and Conversational AI, Ethical Considerations in Digital Marketing.								
UNIT V	Emerging Trends and Innovations in Marketing Communication							12
Integration of Augmented and Virtual Reality, Use of Big Data in Personalizing Communication, AI-Driven Marketing Campaigns, Sustainability and Green Marketing Communication, Voice Search and Smart Speakers in Communication, Interactive and Gamified Marketing Strategies, Role of Metaverse in Marketing, Crisis Communication in a Digital World, Future Trends in Consumer Engagement, Adapting to Changes in Privacy and Data Protection Laws.								
					L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS								
T1	Percy, L. (2023). Strategic Integrated Marketing Communications. United Kingdom: Taylor & Francis.T							
T2	Rossiter, J. R., Percy, L., Bergkvist, L. (2018). Marketing Communications: Objectives, Strategy, Tactics. United Kingdom: SAGE Publications.T							
REFERENCES								

R1	Raharja, S. J. (2018). Marketing Communication Strategy of a Regional Water Company in Bandung City. (n.p.): SSRN.
R2	Marketing Communication Essentials: From Zero to Hero. (2023). (n.p.): Bora Kurum.
R3	Smith, P. R., Smith, P., Berry, C., Pulford, A. (1999). Strategic Marketing Communications: New Ways to Build and Integrate Communications. Kiribati: Kogan Page.
R4	Percy, L. (2014). Strategic Integrated Marketing Communications. United Kingdom: Taylor & Francis.
R5	Rossiter, J. R., Percy, L., Bergkvist, L. (2018). Marketing Communications: Objectives, Strategy, Tactics. United Kingdom: SAGE Publications.T
CO 1	Understand the foundational concepts and tools of marketing communication.
CO 2	Analyze and apply integrated marketing communication strategies in real-world contexts.
CO 3	Evaluate the effectiveness of communication tools and techniques.
CO 4	Design and execute digital and traditional marketing campaigns.
CO 5	Predict and adapt to emerging trends and innovations in marketing communication.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO 1	PO2	PO3	PO4	PO5	PO 6	PO7	PO8	PO9	PO1 0	PO1 1	PS 01	PSO2	PSO 3
CO 1	3	3	2	2	1	1	2	1	2	2	1	3	2	1
CO 2	2	3	3	2	1	2	2	2	1	1	1	2	3	2
CO 3	3	2	3	3	2	2	1	1	2	2	1	3	2	3
CO 4	3	3	3	3	2	3	2	2	3	3	2	3	3	3
CO 5	2	2	3	3	3	2	3	2	3	3	3	3	3	3

23BBE723	CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C	
		4	0	0	4	
COURSE OBJECTIVES:						
<ul style="list-style-type: none"> To provide an in-depth understanding of the concepts and importance of Customer Relationship Management (CRM). To explore the tools and technologies used in CRM systems. To analyze the role of CRM in building customer loyalty and driving business success. To equip students with skills to design and implement effective CRM strategies. To study emerging trends in CRM, including digital and AI-driven solutions. 						
UNIT I	FUNDAMENTALS OF CRM					12
Definition and Importance of CRM, Evolution of CRM from Transactional to Relationship Marketing, Objectives of CRM, Benefits of CRM to Organizations, Key Concepts in CRM (Customer Lifetime Value, Customer Retention, Customer Loyalty), Components of a CRM System, Types of CRM (Operational, Analytical, Collaborative), Challenges in CRM Implementation, Role of CRM in Customer-Centric Organizations, Ethical Issues in CRM.						
UNIT II	CRM STRATEGIES AND PROCESSES					12
Customer Segmentation and Targeting, Customer Acquisition Strategies, Customer Retention and Win-Back Strategies, Personalization in CRM, Building and Managing Customer Loyalty Programs, Key Account Management (KAM), Customer Feedback and Complaint Management, Data-Driven Decision Making in CRM, Integration of CRM with Other Business Functions, Measuring CRM Performance (KPIs and Metrics).						
UNIT III	TECHNOLOGY AND TOOLS IN CRM					12
Overview of CRM Software and Platforms, Features and Functions of Popular CRM Tools (Salesforce, HubSpot, Zoho CRM), Role of AI and Machine Learning in CRM, Use of Data Analytics in CRM, Social CRM and its Applications, Mobile CRM Solutions, Cloud-Based CRM Systems, Integration of CRM with ERP Systems, Challenges in Implementing CRM Technology, Data Privacy and Security in CRM.						
UNIT IV	CUSTOMER EXPERIENCE MANAGEMENT					12
Understanding Customer Experience (CX), Relationship Between CRM and CEM, Touchpoints in Customer Journeys, Designing Seamless Omnichannel Experiences, Role of Emotions in Customer Experience, Measuring Customer Satisfaction (NPS, CSAT, CES), Impact of Technology on Customer Experience, Managing Negative Experiences and Recovering Lost Customers, Building Brand Advocates Through Excellent CX, Trends in Customer Experience Management.						
UNIT V	EMERGING TRENDS AND FUTURE OF CRM					12
AI-Powered CRM Solutions, Predictive Analytics and CRM, Use of Big Data in Enhancing CRM, Chatbots and Conversational AI in CRM, Voice of the Customer (VOC) Programs, CRM in the Context of Digital Transformation, Blockchain Applications in CRM, Role of Social Media in CRM Strategies, Sustainable CRM Practices, Future Challenges and Opportunities in CRM.						
		L:60	T:0	P: 0	Total: 60 Periods	
TEXT BOOKS						
T1	Kumar, V., Reinartz, W. (2018). Customer Relationship Management: Concept, Strategy,					

CO 1	Understand the foundational concepts of consumer behavior and their implications for marketing.
CO 2	Analyze the psychological and social factors influencing consumer decisions.
CO 3	Apply theoretical frameworks to real-world consumer behavior scenarios.
CO 4	Design marketing strategies based on consumer insights and data.
CO 5	Evaluate emerging trends and innovations in consumer behavior to predict future consumption patterns.

	and Tools. Germany: Springer Berlin Heidelberg.
T2	Prior, D. D., Buttle, F., Maklan, S., Prior, D. D. (2023). Customer Relationship Management. (n.p.): Taylor & Francis Group.
REFERENCES	
R1	CUSTOMER RELATIONSHIP MANAGEMENT. (2023). (n.p.): Xoffencer international book publication house.
R2	Customer Relationship Management: Contemporary Concepts and Strategies. (2024). Canada: IntechOpen.
R3	Customer Relationship Management. (2020). (n.p.): OrangeBooks Publication.
R4	Customer Relationship Management. (2021). (n.p.): KY Publications.
R5	Prior, D. D., Buttle, F., Maklan, S. (n.d.). Customer Relationship Management: Concepts, Applications and Technologies. United Kingdom: Routledge.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
C01	3	3	2	2	1	1	2	1	2	2	1	3	2	1
C02	2	3	3	2	1	2	2	2	1	1	1	2	3	2
C03	3	2	3	3	2	2	1	1	2	2	1	3	2	3
C04	3	3	3	3	2	3	2	2	3	3	2	3	3	3
C05	2	2	3	3	3	2	3	2	3	3	3	3	3	3

23BBE724	NEW PRODUCT DEVELOPMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the key principles and stages of New Product Development (NPD). To explore the role of innovation and creativity in NPD processes. To analyze market trends, consumer needs, and their influence on NPD. To equip students with tools and techniques for managing the product development lifecycle. To evaluate strategies for successful product launches and commercialization. 					
UNIT I	INTRODUCTION TO NEW PRODUCT DEVELOPMENT	12			
Definition and Importance of New Product Development, Role of NPD in Business Strategy, Types of New Products, The NPD Process Overview, Key Challenges in NPD, Identifying Market Opportunities, The Role of Cross-Functional Teams in NPD, Customer-Centric Approach to NPD, Risk Assessment in NPD, Ethical Considerations in NPD.					
UNIT II	IDEA GENERATION AND CONCEPT DEVELOPMENT	12			
Sources of New Product Ideas (Internal and External), Techniques for Idea Generation (Brainstorming, Mind Mapping, SCAMPER), Role of Market Research in Idea Generation, Screening and Evaluating Ideas, Concept Development and Testing, Identifying and Understanding Customer Needs, Tools for Conceptualizing Products, Role of Creativity and Innovation in NPD, Creating Product Prototypes, Feasibility Analysis.					
UNIT III	PRODUCT DESIGN AND DEVELOPMENT	12			
Principles of Product Design, Design Thinking Process, Role of Technology in Product Development, Prototyping and Testing, Cost and Quality Considerations in Design, Integrating Sustainability into Product Design, Role of Agile and Lean Methodologies, Managing Product Specifications, Product Differentiation Strategies, Collaboration Between R&D, Marketing, and Design Teams.					
UNIT IV	PRODUCT LAUNCH AND COMMERCIALIZATION	12			
Strategies for Successful Product Launches, Pricing Strategies for New Products, Developing Marketing Plans for New Products, Distribution and Channel Strategies, Managing Product Life Cycles, Role of Branding in NPD, Measuring and Analyzing Product Performance, Customer Feedback and Post-Launch Adjustments, Managing Failures in Product Launches, Case Studies of Successful and Failed Product Launches					
UNIT V	TRENDS AND FUTURE OF NEW PRODUCT DEVELOPMENT	12			
Digital Transformation in NPD, Use of Artificial Intelligence and Machine Learning, Big Data Analytics in Identifying Trends, Sustainability and Green Products, Role of the Internet of Things (IoT) in NPD, Crowdsourcing and Open Innovation, Co-Creation with Customers, Emerging Technologies and Their Impact on NPD, Globalization and Its Influence on Product Development, Future Challenges in NPD.					
		L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Handbook of Research on New Product Development. (2018). Germany: Edward Elgar				

	Publishing Limited.
T2	Handbook of Research on New Product Development. (2019). United Kingdom: Edward Elgar Publishing.
REFERENCES	
R1	Consumer-based New Product Development for the Food Industry. (2021). United Kingdom: Royal Society of Chemistry.
R2	Fuller, G. W. (2016). New Food Product Development: From Concept to Marketplace, Third Edition. United States: CRC Press.
R3	Trott, P. (2016). Innovation Management and New Product Development. United Kingdom: Pearson.T
R4	NEW PRODUCT DEVELOPMENT-A FMCG PERSPECTIVE. (2017). (n.p.): Notion Press.
R5	Prior, D. D., Buttle, F., Maklan, S. (n.d.). Customer Relationship Management: Concepts, Applications and Technologies. United Kingdom: Routledge.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	1	2	1	2	2	1	3	2	1
CO2	2	3	3	2	1	2	2	2	1	1	1	2	3	2
CO3	3	2	3	3	2	2	1	1	2	2	1	3	2	3
CO4	3	3	3	3	2	3	2	2	3	3	2	3	3	3
CO5	2	2	3	3	3	2	3	2	3	3	3	3	3	3

CO 1	Understand the fundamental principles and stages of new product development.
CO 2	Generate and evaluate new product ideas based on market research and consumer insights.
CO 3	Apply design thinking and innovation methodologies in product development.
CO 4	Develop strategies for successfully launching and managing new products.
CO 5	Analyze emerging trends and adapt to future challenges in new product development.

23BBE725	SALES & DISTRIBUTION MANAGEMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To provide an understanding of the principles and practices of sales and distribution management. To explore the role of sales in achieving organizational goals. To analyze distribution networks and strategies for effective product delivery. To equip students with skills for managing sales teams and distribution channels. To study emerging trends and challenges in sales and distribution management. 					
UNIT I	INTRODUCTION TO SALES MANAGEMENT	12			
Definition, Importance, and Scope of Sales Management, Role of Sales in the Marketing Mix, Types of Selling (B2B, B2C, C2C), Personal Selling Process, Sales Planning and Forecasting, Key Responsibilities of a Sales Manager, Characteristics of Successful Sales Professionals, Ethical Issues in Sales, Impact of Technology on Sales Management, Role of CRM in Sales.					
UNIT II	SALES FORCE MANAGEMENT	12			
Designing the Sales Force Structure, Recruitment and Selection of Sales Personnel, Training and Development of Sales Teams, Sales Quotas and Targets, Motivation and Compensation of Sales Teams, Performance Appraisal of Sales Personnel, Time and Territory Management, Role of Leadership in Sales Force Management, Conflict Resolution in Sales Teams, Managing Multicultural Sales Teams.					
UNIT III	FUNDAMENTALS OF DISTRIBUTION MANAGEMENT	12			
Definition and Importance of Distribution Management, Role of Intermediaries in Distribution, Types of Distribution Channels, Factors Influencing Channel Selection, Designing Distribution Networks, Role of Logistics in Distribution, Channel Conflicts and Their Resolution, Impact of E-commerce on Distribution, Reverse Logistics and Returns Management, Green Distribution Practices.					
UNIT IV	CHANNEL PARTNER MANAGEMENT	12			
Understanding Channel Relationships, Building and Managing Channel Partnerships, Evaluating Channel Performance, Role of Distributors and Wholesalers, Retailer Management and Support, Channel Power and Conflict, Role of Technology in Channel Management, Omni-Channel Strategies, Legal and Ethical Issues in Channel Partnerships, Case Studies of Successful Channel Relationships.					
UNIT V	TRENDS AND INNOVATIONS IN SALES AND DISTRIBUTION MANAGEMENT	12			
Digital Transformation in Sales and Distribution, Use of AI and Data Analytics in Sales Forecasting, Role of Mobile Technology in Sales, Direct-to-Consumer (D2C) Models, Emerging Trends in E-commerce, Role of Social Media in Sales and Distribution, Sustainable and Green Supply Chains, Managing Distribution During Crisis, Future Challenges in Sales and Distribution, Integration of AI and IoT in Distribution.					
		L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Choudhury, R. G. (2019). Sales and Distribution Management for Organizational				

	Growth. United States: IGI Global.
T2	SALES AND DISTRIBUTION MANAGEMENT. (2022). (n.p.): PHI Learning Pvt. Ltd..
REFERENCES	
R1	Choudhury, R. G. (2019). Sales and Distribution Management for Organizational Growth. United Kingdom: IGI Global, Business Science Reference.
R2	Panda, T., Sahadev, S. (2019). Sales and Distribution Management. India: Oxford University Press.
R3	Panda, T. K., Sahadev, S. (2019). SALES AND DISTRIBUTION MANAGEMENT.. (n.p.): Oxford University Press India.
R4	Venugopal, P. (2020). Sales and Distribution Management: An Integrative Approach. India: SAGE Publications, Incorporated.
R5	SALES AND DISTRIBUTION MANAGEMENT: TEXT BOOK. (2023). (n.p.): Shashwat Publication.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
C01	3	3	2	2	1	1	2	1	2	2	1	3	2	1
C02	2	3	3	2	1	2	2	2	1	1	1	2	3	2
C03	3	2	3	3	2	2	1	1	2	2	1	3	2	3
C04	3	3	3	3	2	3	2	2	3	3	2	3	3	3
C05	2	2	3	3	3	2	3	2	3	3	3	3	3	3

CO 1	Understand the principles and practices of sales and distribution management.
CO 2	Develop skills for managing sales teams and designing distribution networks.
CO 3	Analyze and resolve challenges in sales and channel partnerships.
CO 4	Apply digital tools and emerging trends in sales and distribution management.
CO 5	Evaluate strategies for sustainable and efficient sales and distribution systems.

23BBE726	INTERNATIONAL MARKETING	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To provide an understanding of the concepts and principles of international marketing. To analyze the impact of global environments on marketing strategies. To explore the tools and techniques for developing global marketing plans. To equip students with skills for managing cross-cultural marketing challenges. To study emerging trends and innovations in international marketing.. 					
UNIT I	INTRODUCTION TO INTERNATIONAL MARKETING	12			
Definition, Scope, and Importance of International Marketing, Differences Between Domestic and International Marketing, Stages of Internationalization, International Trade Theories, Factors Influencing International Marketing Decisions, Global Marketing Environment (Economic, Cultural, Political, and Legal), Ethical Issues in International Marketing, Challenges in International Marketing, WTO and Its Impact on Global Marketing, Role of Technology in International Marketing.					
UNIT II	INTERNATIONAL MARKET RESEARCH AND ENTRY STRATEGIES	12			
Role of Market Research in International Marketing, Sources of Market Information, Techniques for Analyzing Global Markets, Market Entry Modes (Exporting, Licensing, Franchising, Joint Ventures, FDI), Factors Influencing Market Entry Strategy, Risk Analysis in Market Entry, Selecting International Markets, Global Segmentation, Targeting, and Positioning, Role of Trade Fairs and Exhibitions, Entry Strategies for Emerging Markets.					
UNIT III	INTERNATIONAL PRODUCT AND PRICING STRATEGIES	12			
Product Standardization vs Adaptation, Product Life Cycle in International Markets, Branding and Packaging Decisions for Global Markets, Managing Product Portfolios Globally, Pricing Strategies for International Markets, Factors Influencing International Pricing (Costs, Competition, Exchange Rates), Transfer Pricing and Gray Markets, Countertrade in International Markets, Managing Global Innovation, Sustainable Product Development.					
UNIT IV	INTERNATIONAL DISTRIBUTION AND PROMOTION STRATEGIES	12			
Distribution Channels in International Markets, Role of Intermediaries in Global Distribution, Designing Global Supply Chains, Logistics and Transportation in International Markets, Managing Channel Conflicts, Role of E-Commerce in Global Distribution, Integrated Marketing Communication for Global Markets, Advertising and Promotion Strategies for Different Cultures, Role of Public Relations in International Marketing, Measuring the Effectiveness of Global Campaigns.					
UNIT V	TRENDS AND INNOVATIONS IN INTERNATIONAL MARKETING	12			
Impact of Digital Transformation on International Marketing, Role of Big Data and Analytics in Global Marketing, Artificial Intelligence in Global Campaigns, Social Media Strategies for International Markets, Green and Sustainable Marketing Practices, Cross-Cultural Marketing Challenges, Emerging Markets and Their Potential, Impact of Trade Agreements on Global Marketing, Future Trends in International Consumer Behavior, Role of Blockchain in Global Supply Chains.					
		L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS					

T1	Baack, D. W., Czarnecka, B., Baack, D. (2018). International Marketing. United Kingdom: SAGE Publications.
T2	Berndt, R., Fantapié Altobelli, C., Sander, M. (2023). International Marketing Management. Germany: Springer, Imprint: Springer Gabler.
REFERENCES	
R1	Srinivasan, R. (2016). International Marketing. India: Prentice Hall India Pvt., Limited.
R2	Graf, E. (2023). International Marketing in Times of Sustainability and Digitalization. Germany: De Gruyter.
R3	Vasudeva, P. K. (2006). International Marketing. India: Excel Books.
R4	Cateora, P. R., Hess, J. M. (1975). International Marketing. United States: R. D. Irwin.
R5	International Marketing and the Country of Origin Effect: The Global Impact of 'made in Italy'. (2012). United Kingdom: Edward Elgar.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	1	2	1	2	2	1	3	2	1
CO2	2	3	3	2	1	2	2	2	1	1	1	2	3	2
CO3	3	2	3	3	2	2	1	1	2	2	1	3	2	3
CO4	3	3	3	3	2	3	2	2	3	3	2	3	3	3
CO5	2	2	3	3	3	2	3	2	3	3	3	3	3	3

CO 1	Understand the fundamentals of international marketing and global trade.
CO 2	Analyze the global environment and its impact on marketing strategies.
CO 3	Design and implement global marketing plans addressing cross-cultural challenges.
CO 4	Evaluate international market opportunities and entry strategies.
CO 5	Adapt to emerging trends and innovations in international marketing.

23BBE727	CONSUMER ANALYTICS	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To provide a comprehensive understanding of consumer analytics and its importance in decision-making. To explore the tools and techniques for analyzing consumer behavior. To equip students with skills to interpret and utilize consumer data for marketing strategies. To analyze trends and patterns in consumer purchasing behavior. To study the role of data-driven insights in enhancing customer experience and business outcomes. 					
UNIT I	INTRODUCTION TO CONSUMER ANALYTICS	12			
Definition, Scope, and Importance of Consumer Analytics, Role of Consumer Analytics in Marketing Decision-Making, Types of Consumer Data (Demographic, Behavioral, Psychographic), Sources of Consumer Data (Surveys, Transactions, Social Media), Challenges in Consumer Data Collection, Introduction to Data Analytics Techniques, Overview of Data-Driven Marketing, Ethical Considerations in Consumer Analytics, Privacy and Data Protection Laws, Role of Technology in Consumer Analytics.					
UNIT II	TOOLS AND TECHNIQUES FOR CONSUMER ANALYTICS	12			
Introduction to Analytical Tools (Excel, SPSS) Statistical Techniques for Consumer Analytics (Descriptive, Predictive, Prescriptive), Segmentation and Clustering Techniques, Regression Analysis for Consumer Insights, Sentiment Analysis and Text Mining, Behavioral Analytics and Customer Journey Mapping, Visualization Tools (Tableau, Power BI), Importance of Machine Learning in Consumer Analytics, A/B Testing in Marketing, Tools for Tracking Online Consumer Behavior.					
UNIT III	CONSUMER SEGMENTATION AND PROFILING	12			
Role of Segmentation in Understanding Consumer Behavior, Types of Segmentation (Geographic, Demographic, Psychographic, Behavioral), Data-Driven Customer Profiling, Building Personas for Targeting, Life-Time Value (LTV) Analysis, Predictive Models for Customer Retention, Using Analytics to Identify High-Value Customers, Techniques for Cross-Selling and Upselling, Importance of Dynamic Segmentation, Challenges in Implementing Segmentation Strategies.					
UNIT IV	PREDICTIVE AND PRESCRIPTIVE ANALYTICS IN MARKETING	12			
Introduction to Predictive Analytics, Building Predictive Models (Decision Trees, Neural Networks), Role of AI in Consumer Predictions, Applications of Prescriptive Analytics in Marketing, Churn Analysis and Predicting Customer Retention, Price Optimization Models, Demand Forecasting Using Analytics, Real-Time Personalization Techniques, Tools for Prescriptive Analytics, Case Studies of Predictive and Prescriptive Success Stories.					
UNIT V	EMERGING TRENDS IN CONSUMER ANALYTICS	12			
Big Data and Its Impact on Consumer Insights, Role of IoT in Gathering Consumer Data, Social Media Analytics for Consumer Behavior, Voice Analytics and Emerging Technologies, Ethical AI in Consumer Analytics, Real-Time Data Analytics for Marketing, Blockchain and Consumer Data					

Security, Role of Cloud Computing in Analytics, Future Trends in Customer Experience Analytics, Case Studies of Companies Leveraging Emerging Technologies.			
	L:60	T:0	P: 0
Total: 60 Periods			
TEXT BOOKS			
T1	Business and Consumer Analytics: New Ideas. (2019). Germany: Springer International Publishing.		
T2	Grigsby, M. (2022). Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques. United Kingdom: Kogan Page.		
REFERENCES			
R1	Charan, A. (2023). Marketing Analytics Practitioner's Guide, The - Volume 1: Brand And Consumer. Singapore: World Scientific Publishing Company.		
R2	Rodrigues, J. (2020). Product Analytics: Applied Data Science Techniques for Actionable Consumer Insights. United Kingdom: Pearson Education.		
R3	Kotler, P., & Keller, K., "Marketing Management," Pearson Education.		
R4	Hair, J. F., & Lukas, B., "Essentials of Marketing Research," McGraw Hill.		
R5	Grover, R., & Vriens, M., "The Handbook of Marketing Research: Uses, Misuses, and Future Advances," Sage Publications.		

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	1	2	1	2	2	1	3	2	1
CO2	2	3	3	2	1	2	2	2	1	1	1	2	3	2
CO3	3	2	3	3	2	2	1	1	2	2	1	3	2	3
CO4	3	3	3	3	2	3	2	2	3	3	2	3	3	3

C05	2	2	3	3	3	2	3	2	3	3	3	3	3	3
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C0 1	Understand the fundamentals of consumer analytics and its role in marketing strategies.
C0 2	Utilize analytical tools and techniques to interpret consumer data.
C0 3	Develop data-driven segmentation and profiling strategies.
C0 4	Apply predictive and prescriptive analytics to improve customer retention and business outcomes.
C0 5	Identify and adapt to emerging trends and technologies in consumer analytics.

23BBE728	BRAND MANAGEMENT			L	T	P	C
				4	0	0	4
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To understand the concepts and significance of brand management in a competitive market. To explore the process of building, measuring, and managing brand equity. To analyze branding strategies across different industries and markets. To equip students with tools and frameworks for brand positioning and differentiation. To study emerging trends and innovations in brand management. 							
UNIT I	INTRODUCTION TO BRAND MANAGEMENT						12
Definition and Importance of Brands, Role of Branding in Marketing, Difference Between Products and Brands, Elements of a Successful Brand, Types of Brands (Corporate, Product, Service, Personal), The Role of Brand Management in Business Success, Brand Value and Relevance in Competitive Markets, Legal and Ethical Issues in Branding, Challenges in Brand Building							
UNIT II	BRAND EQUITY AND POSITIONING						12
Definition and Dimensions of Brand Equity, Measuring Brand Equity (Qualitative and Quantitative Methods), Building Strong Brands, Importance of Brand Positioning, Strategies for Brand Positioning, Role of Consumer Insights in Positioning, Differentiation Strategies for Competitive Advantage, Repositioning Strategies and Their Challenges, Value Proposition and Brand Promise, Importance of Brand Personality.							
UNIT III	BRAND STRATEGIES AND EXTENSIONS						12
Overview of Branding Strategies, Product Line Extensions and Brand Extensions, Co-Branding and Ingredient Branding, Multi-Branding Strategies, Global Branding Strategies, Challenges in Managing Brand Extensions, Brand Architecture (House of Brands vs Branded House), Managing Brand Portfolios, Importance of Consistency in Brand Communication, Role of Storytelling in Branding.							
UNIT IV	BRAND COMMUNICATION AND MEASUREMENT						12
Role of Communication in Branding, Integrated Marketing Communication (IMC) for Brands, Digital Branding and Social Media Strategies, Advertising and Public Relations for Brand Building, Measuring Brand Performance, Brand Audits and Their Importance, Managing Negative Publicity, Building Brand Loyalty Through Engagement, Tools for Monitoring Brand Health, Role of AI in Branding and Communication.							
UNIT V	EMERGING TRENDS IN BRAND MANAGEMENT						12
Sustainable Branding Practices, Brand Activism and Its Impact, Role of AI and Big Data in Brand Management, Personal Branding in the Digital Age, Emotional Branding and Its Influence on Consumer Behavior, Luxury Brand Management, Evolving Trends in Global Branding, Importance of CSR in Brand Building, Branding for Startups and SMEs, Future Challenges in Brand Management.							
				L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS							
T1	Kapferer, J. (1994). Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity. United Kingdom: Free Press.						

T2	Dutta, K. (2012). Brand Management: Principles and Practices. India: OUP India.
REFERENCES	
R1	Mogaji, E. (2021). Brand Management: An Introduction Through Storytelling. Germany: Springer International Publishing.
R2	Riezebos, H. J., Kist, B., Kootstra, G. (2003). Brand Management: A Theoretical and Practical Approach. United Kingdom: Financial Times Prentice Hall.
R3	Minsky, L., Geva, I. (2019). Global Brand Management: A Guide to Developing, Building & Managing an International Brand. United Kingdom: Kogan Page.
R4	Kotler, P., Pfoertsch, W., Michi, I. (2006). B2B brand management. Berlin: Physica-Verlag.
R5	Chevalier, M., Mazzalovo, G. (2012). Luxury Brand Management: A World of Privilege. Germany: Wiley.

CO 1	Understand the key concepts and importance of brand management.
CO 2	Build, measure, and manage brand equity effectively.
CO 3	Design and execute branding strategies for various industries.
CO 4	Utilize communication tools and metrics to evaluate brand performance.
CO 5	Adapt to emerging trends and challenges in brand management.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes													
	(1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	1	2	1	2	2	1	3	2	1
CO2	2	3	3	2	1	2	2	2	1	1	1	2	3	2
CO3	3	2	3	3	2	2	1	1	2	2	1	3	2	3
CO4	3	3	3	3	2	3	2	2	3	3	2	3	3	3
CO5	2	2	3	3	3	2	3	2	3	3	3	3	3	3

23BBE731	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT				L	T	P	C
		4	0	0	4			
COURSE OBJECTIVES:								
<ul style="list-style-type: none"> To provide fundamental knowledge of investment, securities, and markets. To analyze various techniques of security valuation and risk measurement. To understand portfolio construction, management, and revision strategies. To explore modern portfolio theories and their practical applications. To equip students with skills to assess and evaluate portfolio performance effectively. 								
UNIT I	INVESTMENT SETTING							12
Financial and Economic Meaning of Investment, Characteristics and Objectives of Investment, Investment Process, Types of Investment, Investment Alternatives, Choice and Evaluation, Risk and Return Concepts, Valuation of Bonds and Stocks								
UNIT II	FUNDAMENTAL ANALYSIS							12
Economic Analysis – GDP, Inflation, Interest Rates, Government Policies, Industry Analysis – Industry Classification, Life Cycle Analysis, Porter’s Five Forces Model, Company Analysis – Financial Statements, Ratio Analysis, Earnings Forecasting, Measuring and Forecasting Earnings, Applied Valuation Techniques – Discounted Cash Flow (DCF), Relative Valuation, Graham and Dodd's Investor Ratios								
UNIT III	TECHNICAL ANALYSIS							12
Market Indicators – Price, Volume, Breadth Indicators, Types of Trends – Primary, Secondary, Tertiary Trends, Dow Theory – Principles and Criticism, Chart Patterns – Head & Shoulders, Double Tops & Bottoms, Triangles, Technical Indicators – Moving Averages, RSI, MACD, Bollinger Bands, Market Efficiency – Forms of Efficient Market Hypothesis (EMH), Behavioral Finance – Heuristics, Overconfidence, Herding Effect								
UNIT IV	PORTFOLIO CONSTRUCTION AND SELECTION							12
Portfolio Construction – Objectives, Constraints, Diversification, Portfolio Theories – Markowitz Model, Efficient Frontier, Capital Asset Pricing Model (CAPM) – Assumptions and Limitations, Arbitrage Pricing Theory (APT), Asset Allocation Strategies – Strategic vs. Tactical Allocation, Risk-Return Tradeoff in Portfolio Selection								
UNIT V	PORTFOLIO EVALUATION							12
Portfolio Performance Evaluation – Sharpe Ratio, Treynor Ratio, Jensen’s Alpha, Portfolio Revision Strategies – Active vs. Passive Management, Mutual Funds and ETFs – Types, Advantages, Performance Evaluation, Risk Management Strategies – Hedging, Speculation, Arbitrage, Contemporary Trends – Algorithmic Trading, ESG Investing, Cryptocurrency Investments								
					L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS								
T1	Prasanna Chandra (2020). <i>Investment Analysis and Portfolio Management</i> . McGraw-Hill.							
T2	S. Kevin (2016). <i>Security Analysis and Portfolio Management</i> . PHI Learning.							
REFERENCES								
R1	Fischer, D. E. & Jordan, R. J. (2018). <i>Security Analysis and Portfolio Management</i> . Pearson Education.							
R2	Bodie, Z., Kane, A., & Marcus, A. J. (2020). <i>Investments</i> . McGraw-Hill.							

R3	Reilly, F. K. & Brown, K. C. (2021). <i>Investment Analysis and Portfolio Management</i> . Cengage Learning.
R4	V. K. Bhalla (2017). <i>Investment Management</i> . S. Chand Publishing.
R5	Preeti Singh (2021). <i>Investment Management and Security Analysis</i> . Himalaya Publishing House.
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand the fundamentals of investments and securities markets.
CO 2	Analyze securities using fundamental and technical techniques.
CO 3	Apply valuation models for different types of securities.
CO 4	Construct and evaluate portfolios based on risk-return objectives.
CO 5	Assess contemporary investment trends and strategies.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2	2	1	2	1	1	1	1	1	1	3	2	2
C02	3	3	3	2	3	1	1	1	2	1	1	3	3	3
C03	3	3	3	2	3	2	1	1	2	1	1	3	3	3
C04	3	3	3	3	3	2	1	1	2	1	1	3	3	3
C05	3	3	3	3	3	2	1	1	2	1	1	3	3	3

23BBE732	FINANCIAL SERVICES AND MARKETS			L	T	P	C
				4	0	0	4
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> • To provide an understanding of financial services and their role in the economy. • To analyze various financial markets and their regulatory framework. • To explore different financial instruments and their applications. • To understand risk management strategies in financial markets. • To equip students with knowledge of emerging trends in financial services and markets. 							
UNIT I	INTRODUCTION TO FINANCIAL SERVICE						12
Nature and scope of financial services, classification of financial services, role of financial services in economic development, regulatory framework of financial services in India, SEBI and its role, banking and non-banking financial companies (NBFCs), leasing and hire purchase, factoring and forfaiting, credit rating agencies, merchant banking, microfinance and financial inclusion, recent trends in financial services.							
UNIT II	FINANCIAL MARKETS						12
Structure and functioning of financial markets, classification of financial markets, money market instruments and participants, capital market primary and secondary markets, stock exchanges and trading mechanisms, derivatives market overview, commodity markets, forex market, government securities market, role of institutional investors, role of credit rating agencies, recent developments in financial markets.							
UNIT III	FINANCIAL INSTRUMENTS						12
Equity and debt instruments, corporate bonds, derivatives - futures, options, and swaps, mutual funds - types and regulations, exchange-traded funds (ETFs), alternative investment funds (AIFs), securitization process and risks, REITs and InvITs, credit derivatives, structured financial products, regulatory framework for financial instruments in India.							
UNIT IV	RISK MANAGEMENT IN FINANCIAL MARKETS						12
Concept of financial risk, types and measurement of risk, market risk and credit risk mitigation, hedging strategies using derivatives, role of insurance in risk management, liquidity risk management, interest rate and exchange rate risk management, Basel norms, fraud risk and anti-money laundering (AML), cybersecurity risks in financial services, regulatory framework for risk management.							
UNIT V	EMERGING TRENDS IN FINANCIAL SERVICES AND MARKETS						12
FinTech and digital payments, blockchain and cryptocurrencies, algorithmic trading and AI in financial services, green finance and sustainable investing, crowdfunding and peer-to-peer lending, open banking and API economy, financial inclusion initiatives, RegTech and compliance, ESG investing, globalization and integration of financial markets, future of financial services and regulatory challenges.							
				L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS							
T1	Khan, M. Y. (2021). <i>Financial Services</i> . McGraw-Hill Education.						
T2	Bharti V. Pathak (2018). <i>Indian Financial System</i> . Pearson Education.						

REFERENCES	
R1	Gurusamy, S. (2020). <i>Financial Services and Markets</i> . Tata McGraw-Hill.
R2	Madura, J. (2019). <i>Financial Markets and Institutions</i> . Cengage Learning.
R3	Mishkin, F. S. & Eakins, S. G. (2020). <i>Financial Markets and Institutions</i> . Pearson Education.
R4	Avadhani, V. A. (2019). <i>Financial Services in India</i> . Himalaya Publishing House.
R5	Fabozzi, F. J. & Modigliani, F. (2020). <i>Capital Markets: Institutions and Instruments</i> . Pearson Education.
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand the nature and scope of financial services and their regulatory framework.
CO 2	Analyze the functioning of various financial markets and their impact on the economy.
CO 3	Evaluate different financial instruments and their role in investment decisions.
CO 4	Apply risk management strategies in financial markets using appropriate tools.
CO 5	Assess emerging trends in financial services and markets and their implications.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
C01	3	2	2	1	2	1	1	1	1	1	1	3	2	2
C02	3	3	3	2	3	1	1	1	2	1	1	3	3	3
C03	3	3	3	2	3	2	1	1	2	1	1	3	3	3
C04	3	3	3	3	3	2	1	1	2	1	1	3	3	3
C05	3	3	3	3	3	2	1	1	2	1	1	3	3	3

23BBE733	INSURANCE AND RISK MANAGEMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the concepts and principles of insurance and risk management. To analyze various types of risks and their mitigation strategies. To evaluate different insurance products and their role in financial planning. To study the regulatory framework governing the insurance sector. To explore emerging trends in the insurance industry. 					
UNIT I	INTRODUCTION TO INSURANCE AND RISK MANAGEMENT	12			
Concept and nature of risk, types of risks, principles of risk management, risk identification and assessment, risk mitigation techniques, concept of insurance, principles of insurance, functions of insurance, types of insurance, economic and financial significance of insurance.					
UNIT II	LIFE AND GENERAL INSURANCE	12			
Life insurance - types, policy structure, premium calculation, surrender value, claim settlement, annuities, and pension plans. General insurance - types, fire, marine, motor, health, liability insurance, underwriting process, reinsurance, risk pooling.					
UNIT III	INSURANCE MARKET AND REGULATIONS	12			
Structure of the insurance industry, role of IRDAI, insurance companies, agents, brokers, surveyors, bancassurance, microinsurance, consumer protection in insurance, grievance redressal mechanisms, insurance frauds and regulatory guidelines.					
UNIT IV	RISK MANAGEMENT STRATEGIES	12			
Risk control techniques - loss prevention, loss reduction, risk retention, risk transfer, self-insurance, captive insurance, hedging and derivatives, role of insurance in corporate risk management, enterprise risk management (ERM), case studies in risk management.					
UNIT V	EMERGING TRENDS IN INSURANCE	12			
InsurTech and digital transformation, blockchain in insurance, parametric insurance, climate risk insurance, cyber risk insurance, social security schemes, insurance in the gig economy, international trends in insurance markets.					
		L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	George E. Rejda & Michael McNamara (2021). <i>Principles of Risk Management and Insurance</i> . Pearson Education.				
T2	Mishra M. N. & Mishra S. B. (2019). <i>Insurance Principles and Practices</i> . S. Chand Publishing.				
REFERENCES					
R1	Vaughan, E. J. & Vaughan, T. M. (2020). <i>Fundamentals of Risk and Insurance</i> . Wiley.				
R2	Gupta P. K. (2018). <i>Insurance and Risk Management</i> . Himalaya Publishing House.				

R3	IRDAI Reports and Guidelines.
R4	Harrington & Niehaus (2019). <i>Risk Management and Insurance</i> . McGraw-Hill.
R5	Black, K. & Skipper, H. D. (2021). <i>Life and Health Insurance</i> . Oxford University Press.
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand the fundamental principles of insurance and risk management.
CO 2	Evaluate different types of insurance products and their applications.
CO 3	Analyze risk management techniques and their effectiveness.
CO 4	Comprehend the regulatory framework governing the insurance sector.
CO 5	Assess emerging trends and innovations in the insurance industry.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2	2	1	2	1	1	1	1	1	1	3	2	2
C02	3	3	3	2	3	1	1	1	2	1	1	3	3	3
C03	3	3	3	2	3	2	1	1	2	1	1	3	3	3
C04	3	3	3	3	3	2	1	1	2	1	1	3	3	3
C05	3	3	3	3	3	2	1	1	2	1	1	3	3	3

23BBE734	DERIVATIVES MANAGEMENT			L	T	P	C
			4	0	0	4	
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To understand the fundamentals of derivatives and their role in financial markets. To analyze various types of derivative instruments and their applications. To evaluate pricing models for options and futures contracts. To study risk management strategies using derivatives. To explore regulatory frameworks and emerging trends in derivatives markets. 							
UNIT I	INTRODUCTION TO DERIVATIVES						12
Definition and characteristics of derivatives, types of derivatives - forwards, futures, options, and swaps, importance of derivatives in financial markets, participants in derivative markets, benefits and risks of derivatives, evolution of derivatives markets in India and globally.							
UNIT II	FUTURES AND FORWARDS CONTRACTS						12
Futures and forward contracts - features, differences, pricing, margins and settlement process, trading strategies using futures, index futures, commodity futures, interest rate futures, role of clearing houses in futures markets, hedging strategies using futures.							
UNIT III	OPTIONS AND OPTION PRICING MODELS						12
Types of options - call and put, American and European options, options trading strategies, intrinsic value and time value of options, put-call parity, binomial option pricing model, Black-Scholes option pricing model, option Greeks and their applications.							
UNIT IV	SWAPS AND RISK MANAGEMENT						12
Types of swaps - interest rate swaps, currency swaps, credit default swaps, valuation of swaps, applications of swaps in risk management, use of derivatives in hedging, speculation, and arbitrage, credit derivatives and structured finance products.							
UNIT V	REGULATIONS AND EMERGING TRENDS IN DERIVATIVES						12
Regulatory framework for derivatives markets - SEBI, RBI, and international regulations, trading mechanisms and settlement procedures, impact of derivatives on financial stability, algorithmic trading and derivatives, cryptocurrency derivatives, recent developments in derivatives markets.							
				L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS							
T1	John C. Hull (2021). <i>Options, Futures, and Other Derivatives</i> . Pearson Education.						
T2	S. S. S. Kumar (2018). <i>Financial Derivatives</i> . PHI Learning.						
REFERENCES							
R1	Sundaram, R. K. & Das, S. R. (2019). <i>Derivatives: Principles and Practice</i> . McGraw-Hill.						
R2	Redhead, K. (2018). <i>Financial Derivatives: An Introduction to Futures, Forwards, Options and Swaps</i> . Pearson Education.						
R3	SEBI and RBI Guidelines on Derivatives Trading.						
R4	NISM (2020). <i>Derivatives Market Module</i> . Taxmann Publications.						

R5	Chance, D. M. & Brooks, R. (2021). <i>An Introduction to Derivatives and Risk Management</i> . Cengage Learning.
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand the concepts and functions of derivative instruments.
CO 2	Analyze the pricing and valuation of futures and options.
CO 3	Develop strategies using derivatives for hedging and speculation.
CO 4	Evaluate the role of swaps and structured finance products in risk management.
CO 5	Assess the regulatory framework and emerging trends in derivative markets.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
C01	3	2	2	1	2	1	1	1	1	1	1	3	2	2
C02	3	3	3	2	3	1	1	1	2	1	1	3	3	3
C03	3	3	3	2	3	2	1	1	2	1	1	3	3	3
C04	3	3	3	3	3	2	1	1	2	1	1	3	3	3
C05	3	3	3	3	3	2	1	1	2	1	1	3	3	3

23BBE735	MERGERS AND ACQUISITIONS	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the concepts and motives behind mergers, acquisitions, and corporate restructuring. To analyze valuation techniques used in mergers and acquisitions. To examine the legal and regulatory framework governing corporate mergers. To evaluate post-merger integration strategies and their impact. To explore contemporary trends and challenges in mergers and acquisitions. 					
UNIT I	INTRODUCTION TO MERGERS AND ACQUISITIONS	12			
Concepts of mergers, acquisitions, takeovers, and corporate restructuring, types of mergers and acquisitions, strategic rationale for M&A, synergy in M&A, motives behind mergers, historical perspective and global M&A trends, recent M&A deals and case studies.					
UNIT II	VALUATION OF MERGERS AND ACQUISITIONS	12			
Methods of business valuation - discounted cash flow (DCF), comparable company analysis (CCA), precedent transactions, valuation of synergy, financial modeling for M&A, role of investment banks in M&A transactions, due diligence process.					
UNIT III	LEGAL AND REGULATORY FRAMEWORK	12			
SEBI regulations on mergers and acquisitions, Companies Act and its provisions on M&A, Competition Act and its implications, taxation aspects of M&A, takeover defenses, hostile takeovers, cross-border M&A regulations.					
UNIT IV	POST-MERGER INTEGRATION AND PERFORMANCE	12			
Challenges in post-merger integration, cultural issues in M&A, human resource considerations, financial and operational integration, measuring post-merger performance, reasons for M&A failures, strategies for successful mergers.					
UNIT V	EMERGING TRENDS AND CHALLENGES IN M&A	12			
Impact of technology on M&A, digital transformation and acquisitions, private equity and venture capital in M&A, distressed acquisitions and buyouts, role of ESG (Environmental, Social, and Governance) in M&A decisions, future trends in M&A markets.					
		L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Patrick A. Gaughan (2021). <i>Mergers, Acquisitions, and Corporate Restructurings</i> . Wiley.				
T2	Rajesh Kumar (2019). <i>Mergers and Acquisitions: Text and Cases</i> . Sage Publications.				
REFERENCES					
R1	Weston, J. F., Mitchell, M., & Mulherin, H. (2020). <i>Takeovers, Restructuring, and Corporate Governance</i> . Pearson Education.				
R2	DePamphilis, D. (2019). <i>Mergers, Acquisitions, and Other Restructuring Activities</i> . Academic Press.				
R3	SEBI and Competition Commission of India (CCI) Guidelines.				

R4	Sudarsanam, S. (2020). <i>Creating Value from Mergers and Acquisitions</i> . Pearson Education.
R5	Bruner, R. (2018). <i>Applied Mergers and Acquisitions</i> . Wiley
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand the strategic rationale and motivations behind mergers and acquisitions.
CO 2	Analyze various valuation techniques used in M&A transactions.
CO 3	Evaluate the legal and regulatory framework governing M&A.
CO 4	Assess post-merger integration strategies and their impact on corporate performance.
CO 5	Identify emerging trends and challenges in the field of mergers and acquisitions.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
C01	3	2	2	1	2	1	1	1	1	1	1	3	2	2
C02	3	3	3	2	3	1	1	1	2	1	1	3	3	3
C03	3	3	3	2	3	2	1	1	2	1	1	3	3	3
C04	3	3	3	3	3	2	1	1	2	1	1	3	3	3
C05	3	3	3	3	3	2	1	1	2	1	1	3	3	3

23BBE736	INTERNATIONAL FINANCIAL MANAGEMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the fundamentals of international financial management and global financial markets. To analyze foreign exchange markets and currency risk management techniques. To evaluate financial strategies for multinational corporations. To study international investment decisions and capital budgeting techniques. To explore contemporary issues and trends in international finance. 					
UNIT I	INTRODUCTION TO INTERNATIONAL FINANCE	12			
Concept of international financial management, differences between domestic and international financial management, global financial markets, balance of payments, international monetary system, exchange rate regimes, role of IMF and World Bank.					
UNIT II	FOREIGN EXCHANGE MARKETS AND CURRENCY RISK MANAGEMENT	12			
Structure of foreign exchange markets, exchange rate determination, purchasing power parity and interest rate parity, foreign exchange exposure – transaction, translation, and economic exposure, hedging techniques – forwards, futures, options, and swaps, currency risk management strategies.					
UNIT III	FINANCIAL DECISIONS OF MULTINATIONAL CORPORATIONS	12			
International capital structure and cost of capital, international financing decisions – debt vs. equity, sources of international finance – eurocurrency markets, international bonds and equity markets, global depository receipts (GDRs) and American depository receipts (ADRs), taxation and repatriation issues.					
UNIT IV	INTERNATIONAL INVESTMENT AND CAPITAL BUDGETING	12			
Foreign direct investment (FDI) and portfolio investment, risk analysis in foreign investment, political and country risk analysis, international capital budgeting – adjusted present value (APV) approach, multinational cash management, working capital management in an international context.					
UNIT V	CONTEMPORARY ISSUES IN INTERNATIONAL FINANCE	12			
International financial crises and their impact, financial globalization and its implications, ethical issues in international finance, financial integration and deregulation, fintech and digital currencies in global finance, sustainable finance and ESG considerations in international financial management.					
		L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Eun, C. S., & Resnick, B. G. (2021). <i>International Financial Management</i> . McGraw-Hill Education.				
T2	Apte P. G. (2019). <i>International Financial Management</i> . Tata McGraw-Hill.				
REFERENCES					
R1	Madura J. (2021). <i>International Financial Management</i> . Cengage Learning.				
R2	Shapiro A. C. (2020). <i>Multinational Financial Management</i> . Wiley.				

R3	Bekaert G. & Hodrick R. J. (2019). <i>International Financial Management</i> . Cambridge University Press.
R4	Jeevanandam C. (2018). <i>Foreign Exchange and Risk Management</i> . Sultan Chand & Sons.
R5	Rajwade A. V. (2019). <i>Foreign Exchange, International Finance, and Risk Management</i> . McGraw-Hill.
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand the fundamental concepts of international finance and currency markets.
CO 2	Analyze foreign exchange rate mechanisms and their impact on global businesses.
CO 3	Apply risk management techniques for foreign exchange exposure.
CO 4	Evaluate financial instruments used in international financial markets.
CO 5	Develop financial strategies for multinational corporations.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
CO1	3	2	2	1	2	1	1	1	1	1	1	3	2	2
CO2	3	3	3	2	3	1	1	1	2	1	1	3	3	3
CO3	3	3	3	2	3	2	1	1	2	1	1	3	3	3
CO4	3	3	3	3	3	2	1	1	2	1	1	3	3	3
CO5	3	3	3	3	3	2	1	1	2	1	1	3	3	3

23BBE737	STRATEGIC COST MANAGEMENT			L	T	P	C
				4	0	0	4
COURSE OBJECTIVES:							
<ul style="list-style-type: none"> To understand the strategic role of cost management in decision-making. To analyze cost control and cost reduction techniques for business efficiency. To apply modern costing methods in performance evaluation. To integrate cost management with strategic planning. <input checked="" type="checkbox"/> To explore contemporary trends in cost management and their applications. 							
UNIT I	INTRODUCTION TO STRATEGIC COST MANAGEMENT						12
Concept and importance of strategic cost management, cost control vs cost reduction, role of cost management in decision-making, classification of costs, cost behavior analysis, cost-volume-profit analysis, strategic cost drivers, life cycle costing, target costing, value chain analysis, learning curve analysis.							
UNIT II	ACTIVITY-BASED COSTING AND COST CONTROL TECHNIQUES						12
Traditional costing vs activity-based costing (ABC), implementation of ABC, cost object and cost drivers, process costing and job costing, kaizen costing, just-in-time (JIT) costing, total quality management (TQM), lean management, benchmarking in cost management, balanced scorecard approach, standard costing and variance analysis.							
UNIT III	PRICING AND DECISION-MAKING TECHNIQUES						12
Pricing strategies and cost implications, cost-plus pricing, transfer pricing, marginal costing and decision-making, make or buy decisions, shutdown and outsourcing decisions, cost-benefit analysis, economic order quantity (EOQ) and inventory cost management, budgeting and budgetary control, activity-based budgeting.							
UNIT IV	PERFORMANCE MEASUREMENT AND COST MANAGEMENT						12
Financial and non-financial performance measures, return on investment (ROI), economic value added (EVA), cost management in service organizations, strategic profit analysis, productivity measurement and management, performance benchmarking, six sigma and cost efficiency, key performance indicators (KPIs).							
UNIT V	CONTEMPORARY ISSUES IN COST MANAGEMEN						12
Environmental cost management, green costing, sustainability in cost management, digital transformation in cost control, cost implications of blockchain and AI, risk-based costing, cost management in multinational corporations, behavioral aspects of cost control, ethics in cost management, emerging trends in strategic cost management.							
				L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS							
T1	Horngren C. T., Datar S. M., & Rajan M. (2021). <i>Cost Accounting: A Managerial Emphasis</i> . Pearson Education.						
T2	Jain S. P. & Narang K. L. (2019). <i>Advanced Cost Accounting</i> . Kalyani Publishers.						
REFERENCES							
R1	Drury C. (2020). <i>Management and Cost Accounting</i> . Cengage Learning.						

R2	Kaplan R. S. & Cooper R. (2019). <i>Cost & Effect: Using Integrated Cost Systems to Drive Profitability and Performance</i> . Harvard Business Review Press.
R3	Arora M. N. (2018). <i>Cost and Management Accounting</i> . Vikas Publishing House.
R4	Banerjee B. (2019). <i>Cost Accounting: Theory and Practice</i> . PHI Learning.
R5	Hansen D. & Mowen M. (2021). <i>Cost Management: Accounting and Control</i> . Cengage Learning.
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand the role of strategic cost management in business decision-making.
CO 2	Apply cost control and cost reduction techniques to improve efficiency.
CO 3	Utilize advanced costing methods for accurate cost analysis.
CO 4	Evaluate performance using financial and non-financial measures.
CO 5	Analyze emerging trends in cost management and their impact on strategy.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
C01	3	2	2	1	2	1	1	1	1	1	1	3	2	2
C02	3	3	3	2	3	1	1	1	2	1	1	3	3	3
C03	3	3	3	2	3	2	1	1	2	1	1	3	3	3
C04	3	3	3	3	3	2	1	1	2	1	1	3	3	3
C05	3	3	3	3	3	2	1	1	2	1	1	3	3	3

23BBE738	WORKING CAPITAL MANAGEMENT	L	T	P	C
		4	0	0	4
COURSE OBJECTIVES:					
<ul style="list-style-type: none"> To understand the concept and significance of working capital management. To analyze techniques for managing various components of working capital. To evaluate working capital financing options and short-term investment strategies. To study cash flow management and liquidity control techniques. ☑ To explore emerging trends and innovations in working capital management. 					
UNIT I	INTRODUCTION TO WORKING CAPITAL MANAGEMENT	12			
Concept of working capital, importance and objectives, types of working capital, factors affecting working capital requirements, operating cycle and cash conversion cycle, assessment of working capital needs, risk-return trade-off in working capital management, working capital policies – aggressive, conservative, and moderate.					
UNIT II	MANAGEMENT OF CASH AND LIQUIDITY	12			
Objectives of cash management, cash budgeting and forecasting, optimal cash balance models – Baumol model, Miller-Orr model, strategies for efficient cash management, cash flow synchronization, cash concentration and disbursement techniques, electronic cash management, treasury management.					
UNIT III	RECEIVABLES AND INVENTORY MANAGEMENT	12			
Objectives of receivables management, credit policies and credit terms, credit risk analysis and credit scoring, factoring and invoice discounting, management of accounts receivable, inventory classification and valuation, EOQ model, just-in-time (JIT), ABC analysis, VED analysis, inventory control techniques.					
UNIT IV	WORKING CAPITAL FINANCING AND BANKING RELATIONSHIPS	12			
Sources of working capital financing – trade credit, bank finance, commercial paper, factoring, letters of credit, bank overdrafts, term loans vs working capital loans, working capital finance under consortium and multiple banking arrangements, working capital appraisal by banks, role of NBFCs in working capital finance.					
UNIT V	CONTEMPORARY ISSUES IN WORKING CAPITAL MANAGEMENT	12			
Impact of technology on working capital management, automation in cash and treasury management, fintech solutions for short-term financing, working capital management in MSMEs and startups, behavioral aspects of working capital decisions, working capital and corporate governance, regulatory framework affecting working capital policies.					
		L:60	T:0	P: 0	Total: 60 Periods
TEXT BOOKS					
T1	Pandey I. M. (2020). <i>Financial Management</i> . Vikas Publishing House.				
T2	Bhalla V. K. (2019). <i>Working Capital Management: Text and Cases</i> . Anmol Publications.				
REFERENCES					
R1	Brigham E. F. & Ehrhardt M. C. (2021). <i>Financial Management: Theory & Practice</i> . Cengage Learning.				
R2	Chandra P. (2019). <i>Financial Management: Theory and Practice</i> . McGraw-Hill.				

R3	Gitman L. J. (2020). <i>Principles of Managerial Finance</i> . Pearson Education.
R4	Periasamy P. (2018). <i>Working Capital Management: Theory and Practice</i> . Himalaya Publishing House.
R5	Van Horne J. C. & Wachowicz J. M. (2019). <i>Fundamentals of Financial Management</i> . Pearson Education.
COURSE OUTCOMES	
At the end of the course students should be able to	
CO 1	Understand the fundamentals of working capital and its management.
CO 2	Apply techniques to manage cash, receivables, and inventory efficiently.
CO 3	Evaluate working capital financing options and their implications.
CO 4	Analyze strategies for liquidity management and banking relationships.
CO 5	Assess the impact of emerging trends and regulatory changes on working capital management.

COs	Mapping of Programme Outcomes / Programme Specific Outcomes (1/2/3 indicates Correlation Levels) 1- Slight(Low) 2- Moderate (Medium) 3-Substantial (High)													
	CO-PO Mapping											CO-PSO Mapping		
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03
C01	3	2	2	1	2	1	1	1	1	1	1	3	2	2
C02	3	3	3	2	3	1	1	1	2	1	1	3	3	3
C03	3	3	3	2	3	2	1	1	2	1	1	3	3	3
C04	3	3	3	3	3	2	1	1	2	1	1	3	3	3
C05	3	3	3	3	3	2	1	1	2	1	1	3	3	3

