



# **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**



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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**

<b>SEMESTER I</b>								
S.No	Course Code	Course Name	L/T/P	Contact hrs / week	Credit	Int / Ext	Category	Prerequisites
<b>Theory Courses</b>								
1	23BAT602	Management & Organizational Behaviour	3/0/0	3	3	40/60	PCC	-
2	23BAT603	Economics for Managers	4/0/0	4	4	40/60	PCC	-
3	23BAT604	The Entrepreneurial Manager	3/0/0	3	3	40/60	PCC	-
4	23BAT605	Financial Statement Analysis	4/0/0	4	4	40/60	PCC	-
5	23BAT606	Social Purpose of the Firm	3/0/0	3	3	40/60	PCC	-
6	23BAT607	Marketing Management	3/0/0	3	3	40/60	PCC	-
<b>Theory Integrated Practical Course</b>								
7	23BAB601	Design Thinking for Managers	1/0/2	5	3	50/50	EEC	-
<b>Practical Courses</b>								
8	23BAP608	Fundamentals of Data Analysis	0/0/4	4	2	60/40	PCC	-
9	23BAP609	Professional Etiquette Mastery	0/0/4	4	2	60/40	LSC	-
10	23BAP610	Mini Project I	0/0/2	2	1	60/40	EEC	-
<b>Total</b>				<b>35</b>	<b>28</b>			

<b>SEMESTER II</b>								
S.No	Course Code	Course Name	L/T/P	Contact hrs / week	Credit	Int / Ext	Category	Prerequisites
<b>Theory Courses</b>								
1	23BAT611	Financial Management	4/0/0	4	4	40/60	PCC	-
2	23BAT612	Human Resources Management	3/0/0	3	3	40/60	PCC	-
3	23BAT613	Operations Management	4/0/0	4	4	40/60	PCC	-
4	23BAT614	Strategic Management	4/0/0	4	4	40/60	PCC	-

5	23BAT615	Artificial Intelligence for Managers	3/0/0	3	3	40/60	PCC	-
6	-	Non-Functional Elective	3/0/0	3	3	40/60	PEC	-
<b>Theory Integrated Practical Courses</b>								
7	23BAB616	Digital Marketing	1/0/4	5	3	50/50	CC	-
8	23BAB617	Business Data Analysis	1/0/4	5	3	50/50	PCC	-
<b>Practical Course</b>								
9	23BAP618	Mini Project II	0/0/2	2	1	60/40	EEC	-
<b>Total</b>					<b>33</b>	<b>28</b>		

<b>SEMESTER III</b>								
S.No	Course Code	Course Name	L/T/P	Contact hrs / week	Credit	Int / Ext	Category	Prerequisites
<b>Elective Courses</b>								
1	-	Program Elective 1	4/0/0	4	4	40/60	PEC	-
2	-	Program Elective 2	4/0/0	4	4	40/60	PEC	-
3	-	Program Elective 3	4/0/0	4	4	40/60	PEC	-
4	-	Program Elective 4	4/0/0	4	4	40/60	PEC	-
5	-	Program Elective 5	4/0/0	4	4	40/60	PEC	-
6	-	Program Elective 6	4/0/0	4	4	40/60	PEC	-
7	-	Program Elective 7	4/0/0	4	4	40/60	PEC	-
8	-	Program Elective 8	4/0/0	4	4	40/60	PEC	-
<b>Practical Course</b>								
9	23BAP701	Internship		4 weeks	2	60/40	EEC	-
<b>Total</b>					<b>32</b>	<b>34</b>		

<b>SEMESTER IV</b>								
S.No	Course Code	Course Name	L/T/P	Contact hrs / week	Credit	Int / Ext	Category	Prerequisites
<b>Practical Course</b>								
1	23BAP702	Industry Project	0/0/24	24	12	60/40	EEC	-
<b>Total</b>					<b>24</b>	<b>12</b>		

### TOTAL CREDITS

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

### PROFESSIONAL CORE COURSES

S.No	Course Code	Courses Offered	L	T	P	C	SEM
1	23BAT602	Management & Organizational Behaviour	3	0	0	3	I
2	23BAT603	Economics for Managers	4	0	0	4	I
3	23BAT604	The Entrepreneurial Manager	3	0	0	3	I
4	23BAT605	Financial Statement Analysis	4	0	0	4	I
5	23BAT606	Social Purpose of the Firm	3	0	0	3	I
6	23BAT607	Marketing Management	3	0	0	3	I
7	23BAP608	Fundamentals of Data Analysis	0	0	4	2	I
8	23BAT611	Financial Management	4	0	0	4	II
9	23BAT612	Human Resources Management	3	0	0	3	II
10	23BAT613	Operations Management	4	0	0	4	II
11	23BAT614	Strategic Management	4	0	0	4	II
12	23BAT615	Artificial Intelligence for Managers	3	0	0	3	II
13	23BAB617	Business Data Analysis	1	0	4	3	II
<b>Total</b>						<b>43</b>	

### PROFESSIONAL ELECTIVE COURSES

S.No	Course Code	Courses Offered	L	T	P	C	SEM
1	-	Non-Functional Elective	3	0	0	3	II
2	-	Professional Elective 1	4	0	0	4	III
3	-	Professional Elective 2	4	0	0	4	III
4	-	Professional Elective 3	4	0	0	4	III
5	-	Professional Elective 4	4	0	0	4	III
6	-	Professional Elective 5	4	0	0	4	III
7	-	Professional Elective 6	4	0	0	4	III
8	-	Professional Elective 7	4	0	0	4	III

9	-	Professional Elective 8	4	0	0	4	III
<b>Total</b>						<b>35</b>	

### PROFESSIONAL ELECTIVES

S. No	Course Code	Course Name	Contact Periods	L	T	P	C	Prerequisites
<b>SPECIALIZATION: FINANCE</b>								
1	23BAE701	Banking and Financial Services	4	3	1	0	4	-
2	23BAE702	Behavioral Finance	4	3	1	0	4	-
3	23BAE703	Derivatives and Risk Management	4	3	1	0	4	-
4	23BAE704	Financial Modelling	4	3	1	0	4	-
5	23BAE705	Fintech and Financial Analytics	4	3	1	0	4	-
6	23BAE706	International Finance	4	3	1	0	4	-
7	23BAE707	Security Analysis and Portfolio Management	4	3	1	0	4	-
<b>SPECIALIZATION: HUMAN RESOURCE</b>								
8	23BAE711	Compensation and Reward System	4	3	1	0	4	-
9	23BAE712	Global Human Resource Practices	4	3	1	0	4	-
10	23BAE713	Human Resource Metrics Analytics	4	3	1	0	4	-
11	23BAE714	Talent and Competency Management	4	3	1	0	4	-
12	23BAE715	Workplace Modernisation and Advancement	4	3	1	0	4	-
13	23BAE716	Knowledge Management and Innovation	4	3	1	0	4	-
14	23BAE717	Industrial Psychology	4	3	1	0	4	-
<b>SPECIALIZATION: MARKETING</b>								
15	23BAE721	Advertising Management	4	3	1	0	4	-
16	23BAE722	Customer Relationship Management	4	3	1	0	4	-
17	23BAE723	International Marketing	4	3	1	0	4	-
18	23BAE724	Retail Management	4	3	1	0	4	-
19	23BAE725	Services Marketing	4	3	1	0	4	-
20	23BAE726	Social Media Marketing	4	3	1	0	4	-
21	23BAE727	Web and Social Media Analytics	4	3	1	0	4	-
<b>SPECIALIZATION: BUSINESS ANALYTICS</b>								
22	23BAE731	Business Analytics and Data Science	4	3	1	0	4	-
23	23BAE732	Data Mining and Business Intelligence	4	3	1	0	4	-
24	23BAE733	Data-Driven Decision Making	4	3	1	0	4	-
25	23BAE734	Visual Analytics and Storytelling	4	3	1	0	4	-
26	23BAE735	Spreadsheet Modelling and Analysis	4	3	1	0	4	-

27	23BAE736	Data Analytics using Python	4	3	1	0	4	-
28	23BAE737	Big Data for Managers	4	3	1	0	4	-
<b>SPECIALIZATION: LOGISTICS</b>								
29	23BAE741	AI for Logistics and Supply Chain	4	3	1	0	4	-
30	23BAE742	Global Logistics Management	4	3	1	0	4	-
31	23BAE743	Logistics and Supply Chain Management	4	3	1	0	4	-
32	23BAE744	Quality and Risk Management in Logistics	4	3	1	0	4	-
33	23BAE745	Supply Chain Analytics	4	3	1	0	4	-
34	23BAE746	Supply Chain Information Management	4	3	1	0	4	-
35	23BAE747	Warehousing and Distribution Management	4	3	1	0	4	-
<b>SPECIALIZATION: OPERATIONS</b>								
36	23BAE751	Service Operations Management	4	3	1	0	4	-
37	23BAE752	Project Management	4	3	1	0	4	-
38	23BAE753	World Class Operations	4	3	1	0	4	-
39	23BAE754	Production Planning and Control	4	3	1	0	4	-
40	23BAE755	Product Design	4	3	1	0	4	-
41	23BAE756	New Product Development and Innovation Management	4	3	1	0	4	-
42	23BAE757	Business Process Re-engineering	4	3	1	0	4	-

### NON-FUNCTIONAL ELECTIVES

S.No	Course Code	Courses Offered	L	T	P	C	SEM
1	23BAE619	Board Room Skills	3	0	0	3	II
2	23BAE620 / 23BBT602	Analytics for Everyone	3	0	0	3	II
3	23BAE621	Event Management	3	0	0	3	II
<b>Total</b>						<b>3</b>	

### LIFE SKILL COURSES

S.No	Course Code	Courses Offered	L	T	P	C	SEM
1	23BAP609	Professional Etiquette Mastery	1	0	4	2	I
<b>Total</b>						<b>2</b>	

### EMPLOYABILITY ENHANCEMENT COURSES

S.No	Course Code	Courses Offered	L	T	P	C	SEM
1	23BAB601	Design Thinking for Managers	1	0	0	3	I
2	23BAP610	Mini Project I	0	0	2	1	I
3	23BAP618	Mini Project II	0	0	2	1	I
4	23BAP701	Internship	4 weeks			2	III
5	23BAP702	Industry Project	0	0	24	12	IV
<b>Total</b>						<b>19</b>	

### CAREER COURSES

S.No	Course Code	Courses Offered	L	T	P	C	SEM
1	23BAB616	Digital Marketing	1	0	4	3	II
<b>Total</b>						<b>3</b>	

### SEMESTER I

23BAB601	DESIGN THINKING FOR MANAGERS	L	T	P	C
		1	0	2	3
<b>UNIT-I</b>	<b>INTRODUCTION TO DESIGN THINKING</b>				<b>3+12</b>
Brief insight in to Design Thinking and Innovation - People Centered Design & Evoking the 'Right Problem' - Purpose of Design Thinking - Design Thinking Framework					
<b>UNIT-II</b>	<b>PROCESS IN DESIGN THINKING (EMPATHY &amp; DEFINE)</b>				<b>3+12</b>
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					
<b>UNIT-III</b>	<b>CONCEPTING AND BUILDING (IDEA &amp; CREATE)</b>				<b>3+12</b>
Generating Ideas - Identifying top three ideas - Bundling the Ideas and create an concepts - Stories and Scenarios to that concepts - Rapid Prototyping					
<b>UNIT-IV</b>	<b>TESTING, REFINING AND PITCHING THE IDEAS</b>				<b>3+12</b>
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					
<b>UNIT-V</b>	<b>VALUE PROPOSITION DESIGN</b>				<b>3+12</b>
Business vs Start-up-Briefing the Problem - Problem Validation and User Discovery - Challenge Brief - Problem Innovation Score - Strategy for arriving new business plan					

<b>L:15</b>	<b>T:0</b>	<b>P:6</b>	<b>Total: 75 Periods</b>
		<b>0</b>	

TEXT BOOKS	
1	Robert A Curedale, 'Design Thinking Process & Methods', 5th Edition, Design Community College Inc.
2	Andrew Pressman, 'Design Thinking: A Guide to Creative Problem Solving for Everyone', 1st Edition, Routledge.
REFERENCES	
1	Idris Mootee, 'Design Thinking for Strategic Innovation - What They Can't Teach You at Business or Design School', 1st Edition, Wiley
2	Yves Pigneur, Greg Bernarda, Alan Smith, Trish Papadakos Alex Osterwalder, 'Value Proposition Design: How to Create Products and Services Customers Want', Wiley.

23BAT602	MANAGEMENT & ORGANIZATIONAL BEHAVIOUR	L	T	P	C
		3	0	0	3
<b>UNIT-I</b>	<b>INTRODUCTION TO MANAGEMENT</b>				<b>9</b>
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.					
<b>UNIT-II</b>	<b>ORGANISATIONAL BEHAVIOUR</b>				<b>9</b>
Definition, Need, Importance of Organisational Behaviour - Nature and Scope – OB Framework - Models and Approaches of Organizational Behavior - OB and Emotional Intelligence.					
<b>UNIT-III</b>	<b>INDIVIDUAL BEHAVIOR</b>				<b>9</b>
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.					
<b>UNIT-IV</b>	<b>GROUP BEHAVIOR</b>				<b>9</b>
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.					
<b>UNIT-V</b>	<b>LEADERSHIP AND POWER</b>				<b>9</b>
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.					

<b>L:45</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 45 Periods</b>
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<b>TEXT BOOKS</b>	
1	Stephen P. Robbins, David De Cenzo and Mary Coulter, 'Fundamentals of Management', Prentice Hall of India, 9th edition 2016.
2	Stephen P. Robbins, Timothy A.Judge, 'Organisational Behavior', PHI Learning / Pearson Education, 16th edition.
<b>REFERENCES</b>	
1	Heinz Wehrich, Mark V Cannice and Harold Koontz, 'Management - A Global Entrepreneurial Perspective', Tata McGraw Hill, 12th edition, 2016.
2	Fred Luthans, 'Organisational Behavior', McGraw Hill, 12th Edition, 2013.

23BAT603	ECONOMICS FOR MANAGERS	L	T	P	C
		4	0	0	4
<b>UNIT I</b>	<b>FUNDAMENTALS OF BUSINESS ECONOMICS</b>				<b>12</b>
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					
<b>UNIT II</b>	<b>DEMAND Vs SUPPLY ANALYSIS</b>				<b>12</b>
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					
<b>UNIT III</b>	<b>PRODUCTION &amp; COST ANALYSIS</b>				<b>12</b>
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					
<b>UNIT IV</b>	<b>MACRO ECONOMIC VARIABLES AND FORMS OF MARKET</b>				<b>12</b>
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					
<b>UNIT V</b>	<b>INTERNATIONAL ECONOMICS</b>				<b>12</b>
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					

<b>L:60</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Michael Baye and Jeff Prince, 'Managerial Economics & Business Strategy', 10th Edition, Mcgraw Hill Higher Education, 2022.
2	Paul G Keat, Philip K.Y.Young, Sreejata Banerjee, 'Managerial Economics: Economic Tool for Today's Decision Makers', 6th Edition, Pearson Education.
<b>REFERENCES</b>	
1	W.Bruce Allen and Keith Weigelt, 'Managerial Economics: Theory, Applications and Cases', W. W. Norton.
2	Lila J Truett and Dale B Truett 'Managerial Economics: 'Analysis, Problems and Cases', Wiley.

23BAT604	THE ENTREPRENEURIAL MANAGER	L	T	P	C
		3	0	0	3
<b>UNIT-I</b>	<b>INTRODUCTION</b>				<b>9</b>
The Entrepreneurial Manager - Contexts of Entrepreneurship - The Entrepreneurial Manager & Family Firms - Corporate Entrepreneurship - Social and Sustainable Entrepreneurship					
<b>UNIT-II</b>	<b>THE BMC MODEL</b>				<b>9</b>
Need and Objectives of Business Model Canvas - Concept of BMC - Key Partners - Key Activities - Value Proposition - Customer Relationship - Customer Segment - Key Resources - Distribution Channel - Cost Structure					
<b>UNIT-III</b>	<b>STARTING A VENTURE</b>				<b>9</b>
Idea Generation - Opportunity Recognition - Product Planning and Development - Franchising Vs. Licensing - Creating a Business Plan with its Financial Implications – Market Analysis - Legal Requirements - IPR.					
<b>UNIT-IV</b>	<b>FINANCING OF ENTERPRISE</b>				<b>9</b>
Need for Financial Planning, Sources of Finance, Capital Structure, Term Loans, Sources of Short Term Finance, Venture Capital, Export Finance, Angel Financing, Cloud Financing					
<b>UNIT-V</b>	<b>INSTITUTIONAL AIDS AND TAX BENEFITS</b>				<b>9</b>
<p><b>Institutional Finance to Entrepreneurs:</b> Commercial Banks, Role of IFCI, IDBI, ICICI, LIC and SFC</p> <p><b>Institutional Support to Entrepreneurs:</b> Role of DICs, SSICS, NSIC, SIDCO, SIDBI, SISI and SIPCOT. Tax Concessions to Small Scale Industries in Rural Areas and Backward Areas.</p>					

<b>L:45</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 45 Periods</b>
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<b>TEXT BOOKS</b>	
1	S.S.Khanka, 'Entrepreneurial Development', Revised Edition, S.Chand & Company Ltd., 2020.
2	Robert F.Hisrich, 'Entrepreneurship', 10th Edition, Tata Mcgraw Hill, 2019.
<b>REFERENCES</b>	
1	G.P. Gupta and N.P.Srinivasan, 'Entrepreneurial Development in India' Sultan Chand & Sons, 2016.
2	C.S.V.Murthy, 'Small Scale Industries and Entrepreneurship Development', Himalaya Publishing House, 2019.

23BAT605	FINANCIAL STATEMENT ANALYSIS	L	T	P	C
		4	0	0	4
<b>UNIT-I</b>	<b>FINANCIAL ACCOUNTING</b>				<b>12</b>
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.					
<b>UNIT-II</b>	<b>ANALYSIS OF FINANCIAL STATEMENTS</b>				<b>12</b>
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.					
<b>UNIT-III</b>	<b>COST ACCOUNTING</b>				<b>12</b>
Cost Accounting - Classification of Costs - Cost Sheet - Job Costing - Process costing.					
<b>UNIT-IV</b>	<b>MARGINAL COSTING</b>				<b>12</b>
Marginal Costing - Cost, Volume, Profit Analysis - Break Even Analysis - Decision Making Problems - Make or Buy decisions -Determination of Sales Mix - Exploring New Markets					
<b>UNIT-V</b>	<b>BUDGETING AND ACCOUNTING SOFTWARE</b>				<b>12</b>
Budgetary Control - Sales, Production, Cash Flow, Fixed and Flexible Budget - Practical Workings in Accounting Software & Spread Sheet					

<b>L:60</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edtion, 2018
2	Penman, S.H, Financial Statement Analysis, 12th Edition, Tata McGraw Hill. 2014
<b>REFERENCES</b>	
1	R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017
2	Earl K. Stice & James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.

23BAT606	SOCIAL PURPOSE OF THE FIRM	L	T	P	C
		3	0	0	3
<b>UNIT-I</b>	<b>INTRODUCTION TO BUSINESS ETHICS</b>				<b>9</b>
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.					
<b>UNIT-II</b>	<b>MANAGEMENT OF ETHICS</b>				<b>9</b>
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.					
<b>UNIT-III</b>	<b>ETHICS IN BUSINESS ENVIRONMENT</b>				<b>9</b>
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.					
<b>UNIT-IV</b>	<b>CORPORATE SOCIAL RESPONSIBILITY</b>				<b>9</b>
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.					
<b>UNIT-V</b>	<b>CORPORATE GOVERNANCE</b>				<b>9</b>
Corporate Governance - Meaning - Objectives - Need and Importance – Models - Corporate Social Reporting - Corporate Governance and the Role of Board of Directors - Corporate Governance System Worldwide					

<b>L:45</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 45 Periods</b>
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<b>TEXT BOOKS</b>	
1	Denis Collins, 'Business Ethics: Best Practices for Designing and Managing Ethical Organizations', Sage Publication, 2019.
2	Joanne B. Ciulla, Clancy Martin, and Robert C. Solomon, 'Honest Work: A Business Ethics Reader', Oxford, 4 <sup>th</sup> edition, 2018.
<b>REFERENCES</b>	
1	Mallin, Christine A., 'Corporate Governance (Indian Edition)', Oxford University Press, New Delhi.
2	Mark S Schwartz, 'Corporate Social Responsibility (Broadview Guides to Business and Professional Ethics)', Broadview Press Ltd

23BAT607	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3
<b>UNIT-I</b>	<b>INTRODUCTION</b>				<b>9</b>
Definition of Marketing - Scope - Core Concepts - Evolution of Marketing - Marketing Environment - Marketing Interface with Other Functional Areas - Understanding the Marketing Plan. <b>Sustainable Marketing:</b> Ethics and Social Responsibility in Marketing.					
<b>UNIT-II</b>	<b>CONSUMER BEHAVIOR</b>				<b>9</b>
Buyer Behavior; Customer Value, Satisfaction & Loyalty, Influencing Factors on Consumer Behavior - Buying Situation - Buying Decision Process.					
<b>UNIT-III</b>	<b>CREATING CUSTOMER VALUE</b>				<b>7</b>
Marketing Mix Elements - Segmenting the Market - Target Market Selection - Market Positioning					
<b>UNIT-IV</b>	<b>PRODUCT MANAGEMENT &amp; PRICING</b>				<b>9</b>
Product Management: Features - Classification - Levels - Product Mix - Product Planning and Development - Product Life Cycle - Factors Affecting Pricing Decisions, Methods of Pricing. Brand Equity.					
<b>UNIT-V</b>	<b>BUSINESS MARKETING</b>				<b>11</b>
<b>The Role of Marketing Channels:</b> Channel Functions & Flows, Channel Levels. <b>Channel Options:</b> Introduction to Wholesaling, Retailing, Franchising, Direct Marketing. <b>Communication Mix Elements:</b> Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Selling. Recent Concepts in Marketing, Global Marketing Strategies					

<b>L:45</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 45 Periods</b>
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<b>TEXT BOOKS</b>	
1	V.S.Ramaswamy and S Namakumari, 'Marketing Management', 5th Edition, McGraw Hill Education.
2	Philip Kotler and Kevin Lane Keller, 'Marketing Management', Pearson Education India.
<b>REFERENCES</b>	
1	Rajan Saxena, 'Marketing Management', 54th Edition, Tata McGraw Hill.
2	Arun Kumar and N.Meenakshi, 'Marketing Management', 3rd Edition, Vikas Publishing.

23BAP608	FUNDAMENTALS OF DATA ANALYSIS	L	T	P	C
		0	0	4	2
<b>UNIT-I</b>	<b>EXPLORING DATA ANALYTICS</b>				<b>12</b>
Identify Various Data Types - Create Appropriate Visual Displays - Calculate and Interpret Common Descriptive Statistics - Calculate and Interpret Common Probabilities.					
<b>UNIT-II</b>	<b>SAMPLING AND ESTIMATION</b>				<b>12</b>
Properties of the Normal Distribution - Survey & Sampling - Confidence Interval for Means and Proportions - Business Application					
<b>UNIT-III</b>	<b>HYPOTHESIS TESTING</b>				<b>12</b>
Hypothesis Testing Basics - Hypothesis Testing for Means - Hypothesis Testing for Proportions					
<b>UNIT-IV</b>	<b>LINEAR MODELS</b>				<b>12</b>
Finding the Equation of a Line - Revenue, Cost, Profit and Breakeven Models - Supply and Demand - Piecewise Model					
<b>UNIT-V</b>	<b>REGRESSION &amp; ANOVA</b>				<b>12</b>
Regression - Types - Line of Fit. Analysis of Variance - Types					

<b>L:0</b>	<b>T:0</b>	<b>P:60</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	P.N.Arora & S.Arora, 'Statistics for Management', 5th Edition, S. Chand, 2019
2	J.K. Sharma, 'Business Statistics', Vikas Publishing, 2014.
<b>REFERENCES</b>	
1	S.P. Gupta, 'Statistical Methods', 43rd Edition, Sultan Chand & Sons, 2014.
2	S.C. Gupta, 'Fundamentals of Statistics', 7th Edition, Himalaya Publishing House, 2018.

<b>23BAP609</b>	<b>PROFESSIONAL ETIQUETTE MASTERY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
<b>UNIT-I</b>	<b>BUSINESS COMMUNICATION ETIQUETTE</b>				<b>12</b>
Effective Business Communication - Email Etiquette - Phone and Voicemail Etiquette - Video Conferencing Etiquette - Writing Professional Letters and Memos					
<b>UNIT-II</b>	<b>WORKPLACE BEHAVIOR AND CONDUCT</b>				<b>12</b>
Office Behavior and Courtesy - Dress Code and Appearance - Time Management and Punctuality - Conflict Resolution and Workplace Relationships - Handling Office Politics					
<b>UNIT-III</b>	<b>NETWORKING AND SOCIAL ETIQUETTE</b>				<b>12</b>
Building Professional Relationships - Networking Strategies - Social Event Etiquette (e.g., Business Dinners, Conferences) - Handling Introductions and Small Talk					
<b>UNIT-IV</b>	<b>DIGITAL ETIQUETTE AND ONLINE PROFESSIONALISM</b>				<b>12</b>
Social Media Etiquette - Online Meetings and Webinar Etiquette - Protecting Privacy and Data Security - Managing Your Online Reputation					
<b>UNIT-V</b>	<b>PROFESSIONAL PRESENTATIONS AND PUBLIC SPEAKING</b>				<b>12</b>
Presentation Skills - Public Speaking Etiquette - Handling Q&A Sessions - Managing Nervousness and Anxiety					

<b>L:0</b>	<b>T:0</b>	<b>P:60</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Laul A, 'Effective Business Communication', 2nd Edition, Prentice Hall, 2018
2	Mattukutty Monippally, 'Business Communication Strategy', McGraw Hill Education.
<b>REFERENCES</b>	
1	Andrews, Sudhir. 'How to Succeed at Interviews'. 21st (rep.) New Delhi. Tata McGraw-Hill
2	Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill

## SEMESTER II

23BAT611	FINANCIAL MANAGEMENT	L	T	P	C
		4	0	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO FINANCIAL MANAGEMENT</b>				<b>12</b>
Scope, Objectives, Functions, Role of Financial Manager and Interface of Financial Management with Other Functional Areas, Sources of Finance: Long Term, Short Term.					
<b>UNIT-II</b>	<b>INVESTMENT DECISIONS</b>				<b>12</b>
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.					
<b>UNIT-III</b>	<b>COST OF CAPITAL &amp; CAPITAL STRUCTURE</b>				<b>12</b>
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.					
<b>UNIT-IV</b>	<b>DIVIDEND POLICY</b>				<b>12</b>
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.					
<b>UNIT-V</b>	<b>WORKING CAPITAL MANAGEMENT</b>				<b>12</b>
Concepts, Needs, Determinants, Issues and Estimation of Working Capital, Working Capital Finance: Trade Credit, Bank Finance and Commercial Paper.					

<b>L:60</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	I.M. Pandey, 'Financial Management', 11th Edition, Vikas Publishing House.
2	M.Y. Khan and P.K.Jain, 'Financial Management, Text, Problems and Cases', 8th Edition, Tata McGraw Hill
<b>REFERENCES</b>	
1	Brigham and Ehrhardt, 'Financial Management Theory and Practice', 14th Edition, Cengage Learning
2	Prasanna Chandra, 'Financial Management', 9th Edition, Tata McGraw Hill.
3	G.Sudarsana Reddy, 'Financial Management', 1st Edition, Himalaya Publishing House Private Limited.

23BAT612	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
<b>UNIT-I</b>	<b>INTRODUCTION TO HRM AND FRAMEWORK</b>				<b>9</b>
Nature of HRM, Scope of HRM, Functions and Objectives, HRM: Policies and Practices, Role of HR Managers, Computer Application in HRM, HR Audit.					
<b>UNIT-II</b>	<b>HUMAN RESOURCE PLANNING &amp; JOB ANALYSIS</b>				<b>9</b>
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.					
<b>UNIT-III</b>	<b>RECRUITMENT, SELECTION AND TRAINING</b>				<b>9</b>
Recruitment - Selection – Induction – Promotion - Types of Training Methods - Purpose – Benefits - Types of Training Methods - Benefits - Resistance.					
<b>UNIT-IV</b>	<b>PERFORMANCE EVALUATION</b>				<b>9</b>
Method of Performance Evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of Job Change, Grievance Handling, Grievance Redressal Method					
<b>UNIT-V</b>	<b>SALARY AND WAGE ADMINISTRATION</b>				<b>9</b>
Remuneration - Components of Remuneration - Incentives - Benefits - Motivation – Welfare and Social Security Measures, Career Management					

<b>L:45</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 45 Periods</b>
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<b>TEXT BOOKS</b>	
1	C.B.Mamoria and V.S.P.Roa, 'Personnel Management (Text and Cases)', 13th Edition, Himalaya Publishers
2	K.Aswhathappa, 'Human Resource Management: Text and Cases', 8th Edition, McGraw Hill Education.
<b>REFERENCES</b>	
1	V.S.P Rao, 'Human Resource Management', 3rd Edition, Excel Books
2	Dessler and Varkkey, 'Human Resource Management', 12th Edition, Pearson India

23BAT613	OPERATIONS MANAGEMENT	L	T	P	C
		4	0	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO OPERATIONS MANAGEMENT</b>				<b>12</b>
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					
<b>UNIT-II</b>	<b>PLANNING AND CONTROL OF OPERATIONS</b>				<b>12</b>
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					
<b>UNIT-III</b>	<b>OPERATIONS AND THE VALUE CHAIN</b>				<b>12</b>
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.					
<b>UNIT-IV</b>	<b>DESIGNING OPERATIONS</b>				<b>12</b>
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.					
<b>UNIT-V</b>	<b>DYNAMIC OPERATIONS AND MATERIALS MANAGEMENT</b>				<b>12</b>
Purchasing Function – Selection of Materials – Selection of Vendors – Purchasing Organization – Concept of Value Analysis – Production System					

<b>L60</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition.
2	Mahadevan B, Operations management: Theory and practice. Pearson Education India.
<b>REFERENCES</b>	
1	William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition.
2	Russel and Taylor, Operations Management, Wiley, 5th Edition.

23BAT614	STRATEGIC MANAGEMENT	L	T	P	C
		4	0	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO STRATEGIC MANAGEMENT</b>				<b>9</b>
<p><b>Nature of Strategic Management:</b> Dimensions, Benefits and Risks. Evolution of Strategic Management.</p> <p><b>Establishment of Strategic Intent:</b> Business Vision and Mission, Importance, Characteristics and Components, Evaluating Mission Statement, Concept of Goals and Objectives. Strategic Management Process.</p>					
<b>UNIT-II</b>	<b>STRATEGY ANALYSIS</b>				<b>15</b>
<p><b>External Analysis:</b> 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><b>Internal Analysis:</b> 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 - McKinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix – Balance Score Card</p>					
<b>UNIT-III</b>	<b>STRATEGY FORMULATION</b>				<b>12</b>
<p><b>Corporate Level Strategies:</b> Concentration, Integration, Diversification, Expansion Strategies, Retrenchment and Combination Strategies, Internationalization, Cooperation And Restructuring.</p> <p><b>Business Level Strategies:</b> Industry Structure, Positioning of Firm, Generic Strategies, Business Tactics, Internationalization.</p>					
<b>UNIT-IV</b>	<b>STRATEGIC IMPLEMENTATION &amp; TOOLS</b>				<b>15</b>
<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 &amp; Control.</p> <p>Tools: Competitor Profile Matrix- SWOT-TOWSIE Matrix-Grand Strategy Matrix- Boston Consultancy Group Matrix- Quantitative Strategic Planning Matrix(QSPM)</p>					
<b>UNIT-V</b>	<b>OTHER STRATEGIC ISSUES &amp; FUTURE TRENDS</b>				<b>9</b>
<p>Managing Technology and Innovation-Strategic Issues for Non Profit Organizations. New Business Models and Strategies for Internet Economy.</p> <p>Emerging Trends in Strategic Management: Digital Transformation, AI, Sustainability</p>					

<b>L:60</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	Hitt, Ireland, Hoskisson and Manikuttu, "Strategic Management: A South-Asian Perspective with CourseMate", Cengage Learning, 9th Edition, 2016.
2	David Fred and David Forest, "Strategic Management-Concepts and Cases", Pearson Education, 15th Edition, 2015.
REFERENCES	
1	Thompson, Peteraf, Gamble and Strickland, "Crafting & Executing Strategy: The Quest for Competitive Advantage", McGraw Hill publication, 21st Edition, 2019.
2	Rothaermel F.T, "Strategic Management: Concepts", McGraw Hill publication, 4th Edition, 2018.

23BAT615	ARTIFICIAL INTELLIGENCE FOR MANAGERS	L	T	P	C
		3	0	0	3
<b>UNIT-I</b>	<b>TECHNOLOGY OVERVIEW AND FUNDAMENTALS</b>				<b>9</b>
Introduction to AI & ML Technologies/ Applications - Understanding the Technology Landscape - Tools & Platforms for organisations to deploy AI & ML solutions - Importance of Data (where to find it, how to store, manipulate, and attribute it) - Statistical Foundations - Storytelling with Data Visualisation Techniques.					
<b>UNIT-II</b>	<b>UNBOXING ML AND ITS APPLICATIONS</b>				<b>9</b>
Introduction to Machine Learning - Supervised Learning - Unsupervised Learning - Ensemble Techniques - Recommendation Systems - Reinforcement Learning – Application of Machine Learning.					
<b>UNIT-III</b>	<b>UNBOXING AI AND ITS APPLICATIONS</b>				<b>9</b>
Linear Regression – Logistic regression – Decision Tree – random forest - KNN - Neural Networks - Deep Learning & Visualisation – NLP - Text Analytics (Sentiment Analysis, Social Media Analytics).					
<b>UNIT-IV</b>	<b>AI &amp; ML FOR BUSINESS EXCELLENCE</b>				<b>9</b>
Digital Transformation with AI & ML - Creating an AI & ML Strategy for Your organisation (Link to Strategic Goals, Business Model Fit, ROI, Success Measure, Data Requirements) - Implementation and Change Management Considerations - Applications of AI & ML in (Marketing, Sales, Finance, Operations, Supply Chain & Human Resources) - Data Governance, Legal and Ethical Issues Future of AI & ML in Business					
<b>UNIT-V</b>	<b>FRAMEWORKS FOR DELIVERING AI SOLUTIONS</b>				<b>9</b>
Visualisation Techniques - Importance of Context - Lessons in Story Telling - Usage of Data to Influence Decisions -Basic Visualisation Skill					

<b>L:45</b>	<b>T:0</b>	<b>P:0</b>	<b>Total: 45 Periods</b>
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TEXT BOOKS	
1	Artificial Intelligence for Managers: Leverage the Power of AI to Transform Organizations & Reshape Your Career (English Edition) by “Malay a Upadhyay”, 1st edition 2021
2	Artificial Intelligence for Managers: For Individuals Aspiring to Get into the AI Domain by “RakeshDandu”, 1st edition 2020.
REFERENCES	
1	HBR Guide to AI Basics for Managers by “Harvard Business School “, 1st edition, 2023.
2	Artificial Intelligence: A Modern Approach   Fourth Edition  By Pearson Fourth Edition, Kindle Edition by “Norvig Russell “.

23BAB616	DIGITAL MARKETING	L	T	P	C
		1	0	4	3
<b>UNIT-I</b>	<b>DIGITAL MARKETING FUNDAMENTALS</b>				<b>3+12</b>
Marketing Vs Sales, 4Ps and 4Cs, Digital Marketing - Meaning & Importance, Digital Marketing Vs Traditional Marketing, Traffic and Leads, E-Commerce.					
<b>UNIT-II</b>	<b>WEBSITE PLANNING &amp; CREATION</b>				<b>3+12</b>
Understand Websites, Domain Names and Extensions, Web Hosting and Servers, Contemporary Website Designing and its Types					
<b>UNIT-III</b>	<b>SEARCH ENGINE OPTIMIZATION</b>				<b>3+12</b>
Introduction to Search Engines, Digital Marketing Automation. Google Guidelines, Best Practices, Quality Guidelines, Design Guidelines, Web Traffic and Keyword Research, Analysis and Integration - On Page and Off Page Optimization Techniques					
<b>UNIT-IV</b>	<b>SEARCH ENGINE MARKETING &amp; SOCIAL MEDIA MARKETING</b>				<b>3+12</b>
Page Creation & Marketing - Social Media Platforms, Revenue Out of Digital Marketing, CPC, CPA, Google Adwords Tools and Reports					
<b>UNIT-V</b>	<b>EMAIL, BLOG AND AFFILIATE MARKETING</b>				<b>3+12</b>
Video Marketing, Email Marketing, Blog Creation, Mobile Marketing, Affiliate Marketing. Content Marketing and Tools, Trending Analysis in Social Sites and Track Over it.					

<b>L:15</b>	<b>T:0</b>	<b>P:60</b>	<b>Total: 75 Periods</b>
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<b>TEXT BOOKS</b>	
1	Seema Gupta, 'Digital Marketing', 1st Edition, McGraw Hill Education
2	Abhishek Das, 'Applications of Digital Marketing: For Success in Business', 1st Edition, BPB Publications
<b>REFERENCES</b>	
1	Vandana Ahuja, Digital Marketing, Oxford University Press
2	Ira Kaufman, Chris Horton, Digital Marketing: Integrating Strategy and Tactics with Value Guidebook for Executives, Managers, and Students Paperback– Routledge Taylor & Francis group

23BAB617	BUSINESS DATA ANALYSIS	L	T	P	C
		1	0	4	3
<b>UNIT-I</b>	<b>INTRODUCTION TO EXCEL</b>				<b>3+12</b>
Understating Excel, Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations. Chart Your Data, Creating Graphics using Insert tab Utilities.					
<b>UNIT-II</b>	<b>EXCEL APPLICATIONS</b>				<b>3+12</b>
LOOKUP Functions, Protecting Your Work Sheet Using Review Tab Utilities, Create an Excel Table, What- If Analysis, Pivot Tables For Data Analysis, Analyzing Data With the Analysis Tool Pack.					
<b>UNIT-III</b>	<b>INTRODUCTION OF SPSS</b>				<b>3+12</b>
Entering Data manually, Importing MS Excel file, Importing Text file, Managing files, Descriptive Statistics, Hypothesis, Interpretation of the Results of Runs Test, Linear Regression.					
<b>UNIT-IV</b>	<b>DECISION MAKING TOOLS – I</b>				<b>3+12</b>
Means Comparison – One sample T Test, Independent T Test, Paired Sample T Test, Pearson Coefficient of Correlation, ANOVA.					
<b>UNIT-V</b>	<b>DECISION MAKING TOOLS – II</b>				<b>3+12</b>
Non Parametric Tests – Sign Test, Mann-Whitney U Test, Chi-Square Test, Kruskal-Wallis Test, Friedman Test, Wilcoxon Signed-Rank Test.					

<b>L:15</b>	<b>T:0</b>	<b>P:60</b>	<b>Total: 75 Periods</b>
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<b>TEXT BOOKS</b>	
1	Darren George, 'SPSS for Windows Step by Step', 11th Edition, Pearson
2	John Walkenbach, 'Excel 2013 Bible', 1st Edition, Wiley
<b>REFERENCES</b>	
1	Matthew MacDonald, 'Excel 2013: The Missing Manual', 1st Edition, O'Reilly
2	Julie Pallant, 'SPSS Survival Manual: A Step by Step Guide to Data Analysis', 4th Edition, Open University Press

**NON FUNCTIONAL ELECTIVES**

23BAE619	BOARD ROOM SKILLS	L	T	P	C
		3	0	0	3
<b>UNIT-I</b>	<b>ART OF NETWORKING</b>				<b>9</b>
Career Habitudes - Finding a Mentor - NetWeaving: Networking with Intention - Conversations in business and social functions					
<b>UNIT-II</b>	<b>INTRODUCTION TO PAYROLL</b>				<b>9</b>
Payroll Components – Deductions – Tax Considerations – PF, ESI and Gratuity Calculations – Payroll Software					
<b>UNIT-III</b>	<b>ADVANCED EXCEL - I</b>				<b>9</b>
Data Validation – Importing data from Text Files & Ms Access – Look Up Functions – Array Functions – Excel Dash Board.					
<b>UNIT-IV</b>	<b>ADVANCED EXCEL – II</b>				<b>9</b>
VBA: Introduction, Macro function – Customizing Message Boxes and Input Box – Looping in VBA. Application of Power Query.					
<b>UNIT-V</b>	<b>REPORT PREPARATION</b>				<b>9</b>
Structure of a Report – Preparation and Presentation using Word, Excel and Power Point – Incorporation of infographics with facts.					

<b>L:45</b>	<b>T:0</b>	<b>P:60</b>	<b>Total: 45 Periods</b>
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<b>TEXT BOOKS</b>	
1	John Walkenbach, 'Excel 2013 Bible', 1st Edition, Wiley.
2	Steven M Bragg, 'Payroll Management', 2018 edition, Accounting Tools.
<b>REFERENCES</b>	
1	David Woods, 'The Art of Networking: Beyond the Handshake', Bee Creative Inc.
2	Emma Ledden, 'The Presentation Book: How to create it, shape it and deliver it! Improve your presentation skills now', 1st edition, Pearson Business.

<b>23BAE620 / 23BBT602</b>	<b>ANALYTICS FOR EVERYONE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>UNIT-I</b>	<b>INTRODUCTION TO AZUREML</b>				<b>9</b>
Sources of Data - Analytics Value Escalator - Story of a Company - Getting Started with Azureml.					
<b>UNIT-II</b>	<b>EXTRACT LOAD AND TRANSFORM</b>				<b>9</b>
Introduction to Extract, Load and Transform - Generating Value from Multiple Sources of Data - Database and SQL - SQL Joins - Other ELT Tasks					
<b>UNIT-III</b>	<b>DESCRIPTIVE ANALYTICS</b>				<b>9</b>
Descriptive analytics Introduction - Application in World trade Data - Describing Single Quantity - Credit Card Data Set - Describing a Single Quantity in Azureml - Describing Two Quantities in Azureml.					
<b>UNIT-IV</b>	<b>PREDICTIVE ANALYTICS – I</b>				<b>9</b>
Forecasting, Time Series Analysis - Additive & Multiplicative Models - Exponential Smoothing Techniques.					
<b>UNIT-V</b>	<b>PREDICTIVE ANALYTICS – II</b>				<b>9</b>
Forecasting Accuracy - Auto-regressive and Moving Average Models - Demo using SPSS.					

<b>L:45</b>	<b>T:0</b>	<b>P:60</b>	<b>Total: 45 Periods</b>
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<b>TEXT BOOKS</b>	
1	Fontama et.al, 'Predictive Analytics with Microsoft Azure Machine Learning', Apress.
2	Eric Siegel, 'Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die', Wiley.
<b>REFERENCES</b>	
1	Sumit Mund, 'Microsoft Azure Machine Learning', Packt Publishing.
2	Anil Maheswari, 'Data Analytics Made Accessible', THM Publishers.

23BAE621	EVENT MANAGEMENT	L	T	P	C	
		3	0	0	3	
<b>UNIT-I</b>	<b>INTRODUCTION OF EVENT MANAGEMENT</b>					<b>9</b>
Meaning and definitions of Events, Need and Importance of Events; Event Management –Concept, Activities in Event Management, Sustainable Event Management, Event Management procedures; Types of Event- Event Organizer, Types of Sports Events.						
<b>UNIT-II</b>	<b>CREATING AND DEVELOPING EVENTS</b>					<b>9</b>
Conceptualising – Advertising, Public Relations, Stunts, Invitations, Marketing Thrust, Miscellaneous; Size of Events – Stretching the limits of the Events; Roles of Events.						
<b>UNIT-III</b>	<b>PLANNING AN EVENT</b>					<b>9</b>
Event Planning, Tools used for Event Planning, Event Strategic Planning, Role of Event Planner, Preparation of Event Proposal, Corporate Event Planning Ideas and Ideas and Tips, Conference Planning.						
<b>UNIT-IV</b>	<b>MARKETING AND PROMOTION OF THE EVENT</b>					<b>9</b>
Event Planning and Promotion, Event Marketing and Promotion, Five Ps of Event Marketing, Internal vs External Event Marketing, Sponsorship Needs Assessments, Publicity, Promotion, Event Promotion, Promotion Methods.						
<b>UNIT-V</b>	<b>MICE – A GROUPING SEGMENT</b>					<b>9</b>
Concept of MICE; Types of Meeting; Role of Travel agency in the Management of Conference; Key players in the industry; Role & Function of ICCA & ICIB; Trends in convention, Meeting & Expositions.						

<b>L:45</b>	<b>T:0</b>	<b>P:60</b>	<b>Total: 45 Periods</b>
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<b>TEXT BOOKS</b>	
1	Elsener Butterworth, Events Management, Heinmann Publications.
2	Meegan Jones, Sustainable Event Management: A practical Guide, Routledge.
<b>REFERENCES</b>	
1	Wagen Lynn Van Der Carlos B.R,Event Management text Book, Pearsons (Prentice Hall)

**PROFESSIONAL ELECTIVES**

23BAE701	BANKING AND FINANCIAL SERVICES	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO INDIAN BANKING SYSTEM</b>				<b>9</b>
Overview of Indian Banking System – Structure – Types of Banks - Functions of Banks - Sources of Bank Funds - Employment of Bank Funds - Reserve Bank of India and its Role - Functions of RBI - Regulatory framework of RBI.					
<b>UNIT-II</b>	<b>FINANCIAL SERVICES</b>				<b>9 + 3</b>
Introduction to Financial Services - Nature of Financial Services - Scope of Financial Services - Types of Financial Services - Fund Based Financial Services - Fee Based Financial Services.					
<b>UNIT-III</b>	<b>LEASING AND HIRE PURCHASE</b>				<b>9 + 4</b>
Leasing: Meaning and Types of Leasing - Legislative Frameworks related to leasing - Depreciation implacability with reference to Leasing - Problems on Leasing with Tax imposition. Hire Purchasing - Concept and Features of Hire Purchase -Tax and Depreciation Implication - Problems on Hire Purchase.					
<b>UNIT-IV</b>	<b>CREDIT RATING AND MUTUAL FUNDS</b>				<b>9 + 4</b>
Credit Rating - Definition and Meaning – Process of credit rating of financial instruments - Rating Methodology - Rating agencies - Rating Symbols of different companies - Role of SEBI. Mutual Funds - Concept - Types - Nature – NAV – Trends in Indian Mutual Fund Market -Regulatory Framework and Role of SEBI.					
<b>UNIT-V</b>	<b>FACTORING AND FORFEITING, CREDIT CARDS AND VENTURE CAPITAL FINANCE</b>				<b>9 + 4</b>
Factoring: Types - Mechanism - Advantages and Disadvantages of Factoring. Forfeiting: Types – Mechanism - Advantages and Disadvantages of Forfeiting. Operational Procedure related with the working of Credit Card mechanism - Advantages and Disadvantages of Credit Cards. Venture Capital Financing - Procedure to obtain Venture Capital Finance -Importance and advantages of Venture Capital Finance.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Merchant Banking (2023), <i>National Institute of Securities Markets , An Educational Initiative of SEBI</i> , Taxmann.
2	Padmalatha Suresh and Justin Paul (2017), “ <i>Management of Banking and Financial Services</i> ”, Pearson, Delhi.
<b>REFERENCES</b>	
1	K Ravichandran (2013), <i>Merchant banking and Financial Services</i> , Himalaya Publishing House.
2	<u>Madhu Vij</u> and <u>Swati Dhawan</u> (2011), <i>Merchant Banking and Financial Services</i> , McGraw Hill Education
3	Meera Sharma (2010), “ <i>Management of Financial Institutions – with emphasis on Bank and Risk Management</i> ”, PHI Learning Pvt. Ltd., New Delhi
4	Bhole L.M (2001)., <i>Management of Financial Institutions</i> , Tata McGraw-Hill
5	Vij, Madhu (1991). <i>Management of Financial Institutions in India</i> . New Delhi, Anmol.

23BAE702	BEHAVIORAL FINANCE	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO BEHAVIORAL FINANCE</b>				<b>9</b>
Introduction to Behavioral Finance – Nature, Scope, Objectives and Application - Investment Decision Cycle: Judgment under Uncertainty - Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision Making Under Risk and Uncertainty - Expected Utility as a basis for Decision-Making – Theories based on Expected Utility Concept.					
<b>UNIT-II</b>	<b>BEHAVIORAL FACTORS AND FINANCIAL MARKETS</b>				<b>9 + 4</b>
Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of Limits of Arbitrage Model - Asset management and Behavioral Factors.					
<b>UNIT-III</b>	<b>DECISION MAKING BIASES</b>				<b>9 + 4</b>
Information screening bias - Heuristics and Behavioral biases of Investors - Bayesian Decision Making - Cognitive Biases - Forecasting Biases - Emotion and Neuroscience - Group Behaviour - Investing Styles and Behavioral Finance.					
<b>UNIT-IV</b>	<b>HEURISTICS AND BEHAVIORAL BIASES OF INVESTORS</b>				<b>9 + 4</b>
Types of Investors - Individual and Institutional - How the Human Mind Works - The Two Systems; Familiarity and Related Heuristics; Representativeness and Related Biases; Anchoring - Irrationality and Adaptation - Hyperbolic Discounting - Sovereign credit Rating - Drivers					
<b>UNIT-V</b>	<b>MANAGERIAL DECISIONS</b>				<b>9 + 3</b>
Supply of Securities and Firm Investment Characteristics (Market Timing, Catering) by Rational Firms - Associated Institutions - Relative Horizons and Incentives - Biased Managers.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	Shleifer, Andrei (2000). <i>Inefficient Markets: An Introduction to Behavioral Finance</i> . Oxford, UK: Oxford University Press.
2	<u>Michael M. Pompian</u> (2012), <i>Behavioral Finance and Wealth Management</i> , Wiley, 2nd Edition.
REFERENCES	
1	HershShefrin, (2000) <i>Beyond Greed and Fear</i> , Harvard Business School Press.
2	Chandra, P. (2017), <i>Behavioural Finance</i> , Tata Mc Graw Hill Education, Chennai (India)
3	Ackert, Lucy, Richard Deaves (2010), <i>Behavioural Finance; Psychology, Decision Making and Markets</i> , Cengage Learning
4	Ranjit Singh (2019), <i>Behavioural Finance</i> , <u>PHI Learning</u> .
5	<u>A. Szyszka</u> (2013), <i>Behavioral Finance and Capital Markets</i> , Palgrave Macmillan.

23BAE703	DERIVATIVES AND RISK MANAGEMENT			
	L	T	P	C
	3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO DERIVATIVES</b>			<b>9</b>
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.				
<b>UNIT-II</b>	<b>FUTURES CONTRACT</b>			<b>9 + 4</b>
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.				
<b>UNIT-III</b>	<b>OPTIONS</b>			<b>9 + 4</b>
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, Options on Securities, Stock Indices, Currencies and Futures – Options Pricing Models – Differences Between Future and Option Contracts.				
<b>UNIT-IV</b>	<b>VALUATION</b>			<b>9 + 4</b>
Payoff of Options on Futures - Binomial Model for Future Options - Valuation of Futures Options - Black’s Model - Interest Rate Options, Cap, Floor, Collar				
<b>UNIT-V</b>	<b>HEDGING &amp; SWAPS</b>			<b>9 + 3</b>
Delta Hedging - Gamma Hedging - Making a portfolio Delta Neutral, Gamma Neutral, Delta Positive Gamma Neutral - Introduction to Swaps - Interest Rate Swaps, Currency Swaps, Cross-currency Swaps.				

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	John.C.Hull(2012), “ <i>Options, Futures and other Derivative Securities</i> ”, PHI Learning, 9th Edition
2	Keith Redhead (2011), “ <i>Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs</i> ”– PHI Learning.
REFERENCES	
1	David Dubofsky – <i>Option and Financial Futures – Valuation and Uses</i> , McGraw Hill International Edition
2	Don M. Chance, Robert Brooks and Sanjay Dhamija (2019), <i>An Introduction to Derivatives and Risk Management</i> , 1st Edition
3	S.L.Gupta (2017), <i>Financial Derivatives - Theory, Concepts and Practice</i> , Prentice Hall of India.
4	Sundaram Janakiramanan (2011), <i>Derivatives and Risk Management</i> , Pearson Education India, 1st Edition.
5	Parasuraman.N.R (2008), “ <i>Fundamentals of Financial Derivatives</i> ”, Wiley India's publishing.

23BAE704	FINANCIAL MODELLING	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO FINANCIAL MODELLING</b>				<b>9</b>
Introduction To Financial Modelling - Need For Financial Modelling - Steps For Effective Financial Modelling - Purposes Of Financial Model - Skills Required For A Good Modeller. Excel For Financial Modelling: Excel Basics - Excel Features - Financial - Logical- Statistical - Mathematical, Lookup Reference. Custom Formatting- Shortcuts- Array Functions - Pivot Tables Analysis.					
<b>UNIT-II</b>	<b>BUILDING AND PRESENTING A MODEL</b>				<b>9 + 4</b>
Attributes Of A Good Model- Documenting Excel Model - Debugging Excel Model - Error Avoidance Strategies - Using Formula Auditing Tools for Debugging - Learning Modeling Using Excel - Graphic and Written Presentation - Chart Types - Bubble and Waterfall Charts - Charting with Two Different Axes.					
<b>UNIT-III</b>	<b>CORPORATE FINANCIAL MODELLING</b>				<b>9 + 4</b>
Alt Man Z Score Bankruptcy Modelling - Indifference Point Modelling – Financial Break Even Modelling - Corporate Valuation Modelling (Two Stage Growth)- Business Modelling for Capital Budgeting Evaluation: Payback Period , NPV, IRR and MIRR					
<b>UNIT-IV</b>	<b>PORTFOLIO MODELLING</b>				<b>9 + 4</b>
Risk , Beta and Annualised Return – Security Market Line Modelling – Portfolio risk calculation (Equal Proportions) - Portfolio Risk Optimisation (varying proportions) - Portfolio Construction Modelling					
<b>UNIT-V</b>	<b>DERIVATIVE MODELLING</b>				<b>9 + 3</b>
Option Pay Off Modelling: Long and Short Call & Put options - Option pricing modeling (B-S Model) - Optimal Hedge Contract modelling					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Wayne L Winston (2017), " <i>Microsoft Excel 2016-Data Analysis and Business Modelling</i> ", PHI publications, (Microsoft Press), New Delhi.
2	Chandan Sen Gupta(2014), " <i>Financial analysis and Modelling –Using Excel and VBA</i> " , Wiley Publishing House.
<b>REFERENCES</b>	
1	Craig W Holden (2015), " <i>Excel Modelling in Investments</i> " Pearson Prentice Hall, Pearson Inc, New Jersey,5th Edition
2	Ruzhbeh J Bodanwala (2015), " <i>Financial Management using excel spreadsheet</i> ", Taxman Allied Services Pvt Ltd, New Delhi, 3rd Edition.
3	Simon Benninga and and Tal Mofkadi (2022), <i>Financial Modeling</i> ,The MIT Press, 5th Edition
4	<i>Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced Level</i> , Wiley, 1st Edition, 2008
5	<i>Mastering Financial Modelling in Microsoft Excel</i> , Pearson Education India, 2nd Edition 2008

23BAE705	FINTECH AND FINANCIAL ANALYTICS	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO FINTECH</b>				<b>9 + 3</b>
Definition and Scope of Fintech - Evolution of Financial Services and Technology - Importance of Data Analytics in Financial Services – Applications of Fintech – Emerging Trends in Fintech -Regulatory Landscape in Fintech – Ethical Implications of Fintech.					
<b>UNIT-II</b>	<b>FINANCIAL DATA MANAGEMENT</b>				<b>9 + 3</b>
Overview of Financial Data Management - Importance of Financial Data in Decision-Making - Key Challenges in Managing Financial Data - Data Collection Methods - Financial Data Analysis Tools.					
<b>UNIT-III</b>	<b>BITCOIN</b>				<b>9 + 3</b>
The origins of Bitcoin - Types of Bitcoin wallets - Securing and Managing Bitcoin - Advanced Bitcoin Technology - Bitcoin's role in the Global Financial System - Bitcoin's Role in Emerging Markets and Financial Inclusion					
<b>UNIT-IV</b>	<b>BLOCK CHAIN</b>				<b>9 + 3</b>
Definition and History of BlockChain - Components of a BlockChain Network (nodes, blocks, transactions) - Cryptographic Principles (hash functions, digital signatures) - Types of Block Chains - Consensus Algorithms - Crypto Primitives.					
<b>UNIT-V</b>	<b>FUTURE TRENDS AND CHALLENGES IN FINTECH</b>				<b>9 + 3</b>
Emerging Technologies in FinTech - Challenges and Risks in the FinTech Ecosystem - Ethical and Regulatory Considerations - Future Outlook and Potential Disruptions – Role of Promoting Financial Inclusion					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Taneja, S., Ozen, E., Kumar, P., & Kumar, S. (2024). <i>Global financial analytics and business forecasting</i> . Nova Science Publishers.
2	William, J. (2016). <i>Fintech: The beginner's guide to financial technology</i> . CreateSpace Independent Publishing Platform.
<b>REFERENCES</b>	
1	Introduction to Financireedman, R. S. (2006). <i>Introduction to financial technology</i> . Academic Press.
2	Barberis, J., & Chishti, S. (2016). <i>The FINTECH book: The financial technology handbook for investors, entrepreneurs and visionaries</i> . Wiley.
3	Tapscott, A. (2020). <i>Financial services revolution: How blockchain is transforming money, markets, and banking</i> . Barlow Publishing.
4	Camm, J., Cochran, J., Fry, M., Ohlmann, J., Anderson, D., Sweeney, D., & Williams, T. (2019). <i>Business analytics: Descriptive, predictive, prescriptive</i> (3rd ed.). Cengage Learning.
5	Chavan, C., & Patankar, A. (2024). <i>Introduction to fintech</i> (1st ed.). Pearson Education.

23BAE706	INTERNATIONAL FINANCE	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO INTERNATIONAL FINANCE</b>				<b>9</b>
International Financial Environment: Overview - Nature and Scope of International Finance - International Finance Management Vs Domestic Financial Management - International Monetary and Financial System – Balance of Payments – Exchange rate and money supply.					
<b>UNIT-II</b>	<b>INTERNATIONAL FINANCIAL MARKETS</b>				<b>9 + 3</b>
Eurocurrency Market - International Bond Market - International Equity Market - International Money Market.					
<b>UNIT-III</b>	<b>INTERNATIONAL FINANCIAL INSTITUTIONS</b>				<b>9 + 4</b>
IMF - Bank for International Settlements - International banking-euro bank - Types of Banking Offices - Correspondent Bank - Representative Office - Foreign Branch - Subsidiary Bank - Offshore Bank.					
<b>UNIT-IV</b>	<b>BORROWING AND LENDING : INTERNATIONAL SOURCES OF FINANCE</b>				<b>9 + 4</b>
Bond Markets of various Countries – Fixed and Floating Rate Notes - Syndicate Loans – Syndicated Eurocredits – ADR – GDR – Managing Interest Rate Risk – Bond Prices and Yields – Bond Management – Tools and Techniques.					
<b>UNIT-V</b>	<b>MULTINATIONAL CORPORATE DECISIONS IN GLOBAL MARKET</b>				<b>9 + 4</b>
Foreign Investment Decision - Foreign Direct Investment (FDI) Motives - FDI Theories - Theory of Comparative Advantage, OLI Paradigm of FDI in India - FII's Definition - Role of FII's - Different Between FDI & FII.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Apte P.G., (2020) <i>International Financial Management</i> , Tata McGraw Hill, 8th Edition
2	O P Agarwal(2022) <i>International Financial Management</i> , HPH, 4th Edition
<b>REFERENCES</b>	
1	Eunand Resnik (2021), <i>International Financial Management</i> , Tata McGraw Hill, 9th Edition
2	Hendrik Van den Berg(2016), “ <i>International Finance and Open Economy Macro Economics</i> ”, 2nd Edition. Cambridge.
3	<u>Rajiv Srivastava</u> (2014), <i>International Finance</i> , Oxford University Press
4	Alan C. Shapiro, <i>Multinational Financial Management</i> , PHI Learning, 5th Edition, 2010
5	<u>Sharan V</u> (2010), <i>International Financial Management</i> , Prentice Hall India Learning Private Limited, 6th Edition.

23BAE707	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INVESTMENT SETTING</b>				<b>9</b>
Financial and Economic Meaning of Investment – Characteristics and Objectives of Investment – Investment Vs. Speculation - Investment Process -Types of Investment – Investment Alternatives – Choice and Evaluation – Risk and Return Concepts.					
<b>UNIT-II</b>	<b>SECURITIES MARKETS</b>				<b>9 + 3</b>
Financial Market - Segments - Types - Participants in Financial Market - Regulatory Environment, Primary Market - Methods of Floating New Issues, Book building - Role of Primary Market - Stock Exchanges in India - BSE, OTCEI, NSE, ISE - Regulations of Stock Exchanges - Trading System in Stock Exchanges - SEBI.					
<b>UNIT-III</b>	<b>FUNDAMENTAL ANALYSIS</b>				<b>9 + 4</b>
Economic Analysis – Economic Forecasting and Stock Investment Decisions – Forecasting Techniques. Industry Analysis : Industry Classification, Industry Life Cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds Investor Ratios.					
<b>UNIT-IV</b>	<b>TECHNICAL ANALYSIS</b>				<b>9 + 4</b>
Fundamental Analysis Vs Technical Analysis – Charting Methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential Moving Average – Oscillators – Market Indicators – Efficient Market theory – ROC – MACD - RSI. Efficient Market Theory - Forms of Market Efficiency -Weak, Semi-Strong, Strong Form - Empirical Tests of Market Efficiency - Its Application.					
<b>UNIT-V</b>	<b>PORTFOLIO MANAGEMENT</b>				<b>9 + 4</b>
Portfolio Management Framework - Portfolio Analysis – Portfolio Construction - Portfolio Selection – Capital Asset Pricing Model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Punithavathy Pandian, “ <i>Security Analysis &amp; Portfolio Management</i> ”, Vikas Publishing House Private Ltd, 2nd Edition, 2014
2	Prasannachandra, <i>Investment Analysis and Portfolio Management</i> , Tata McGraw Hill, 2021
<b>REFERENCES</b>	
1	Donald E.Fischer& Ronald J.Jordan, <i>Security Analysis &amp; Portfolio Management</i> , PHI Learning., New Delhi, 8th edition, 2011.
2	Reilly & Brown, <i>Investment Analysis and Portfolio Management</i> , Cengage Learning, 9th edition, 2011.
3	Bodi, Kane, Markus, Mohanty, <i>Investments</i> , 8th edition, Tata McGraw Hill, 2011.
4	<u>Subrata Mukherjee</u> , <i>Security Analysis and Portfolio Management</i> , Vikas Publishing, 2021
5	<u>Shveta Singh &amp; Surendra S. Yadav</u> , <i>Security Analysis and Portfolio Management: A Primer</i> , Springer, 1st Edition, 2021

23BAE711	COMPENSATION AND REWARD SYSTEM	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION</b>				<b>9 + 3</b>
Introduction to Compensation and Reward Systems, Concepts and Definitions - Definition of Compensation and Rewards - Objectives of a Compensation System, Components of a Compensation System - Direct and Indirect Compensation - Fixed and Variable Pay-Theoretical Foundations - Equity Theory, Expectancy Theory. CTC Tool Exercise.					
<b>UNIT-II</b>	<b>JOB EVALUATION AND PAY STRUCTURES</b>				<b>9 + 3</b>
Job Analysis and Job Evaluation - Methods of Job Analysis - Job Evaluation Techniques, Pay Structures - Designing Pay Structures, Internal and External Equity - Pay Surveys and Market Pricing - Conducting Pay Surveys, Benchmarking and Competitive Pay Analysis, Managing Compensation: Strategic Compensation Planning, Determining Compensation - The Wage Mix, Minimum Wage - ESI Calculation					
<b>UNIT-III</b>	<b>STANDARD INCENTIVE PLANS</b>				<b>9 + 3</b>
Variable Pay and Executive Compensation: Strategic Reasons for Incentive Plans, Administering Incentive Plans, Individual Incentive Plans - Piecework, Standard Hour Plan, Bonuses, Merit Pay, Group Incentive Plans - Team Compensation, Gain Sharing Incentive Plans, Enterprise Incentive Plans - Profit Sharing Plans, Stock Options, Severance pay					
<b>UNIT-IV</b>	<b>MANAGING EMPLOYEE BENEFITS</b>				<b>9 + 3</b>
Managing Employee Benefits: Benefits- Meaning, Strategic Perspectives on Benefits-Goals for Benefits, Benefits Need Analysis, Funding Benefits, Benchmarking Benefit Schemes, Nature and Types of Benefits, Recognition Programs - Security Benefits, Retirement Security Benefits, Health Care Benefits, Time-Off Benefits, Benefits Administration, Work-Life Balance Initiatives. - Infosys Case Study					
<b>UNIT-V</b>	<b>STRATEGIC COMPENSATION AND GLOBAL CONSIDERATIONS</b>				<b>9 + 3</b>
Strategic Compensation - Aligning Compensation With Business Strategy, Total Rewards Strategy - Global Compensation Systems -Managing Compensation in Multinational Companies, Expatriate Compensation, Employee Benefits Required By Law, Discretionary Major Employee Benefits, Creating a Work Life Setting, Employee Services- Global Designing a Benefits Package					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	Milkovich, G. T., & Newman, J. M. (2020). <i>Compensation</i> (13th ed.). McGraw-Hill Education.
2	Martocchio, J. J. (2021). <i>Strategic Compensation: A Human Resource Management Approach</i> (9th ed.). Pearson.
REFERENCES	
1	Armstrong, M. (2020). <i>Rewards Management: A Handbook of Remuneration Strategy and Practice</i> (6th ed.). Kogan Page.
2	Cokins, G. (2017). <i>Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics</i> (3rd ed.). Wiley.
3	Berger, L. A., & Berger, D. R. (2015). <i>The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design</i> (6th ed.). McGraw-Hill Education.
4	Thorpe, R., & Homan, G. (20018). <i>Strategic Reward Systems: Aligning Rewards with Employee Performance</i> (7th ed.). Routledge.
5	Schuster, J. R., & Zingheim, P. K. (2016). <i>The New Pay: Linking Employee and Organizational Performance</i> (9th ed.). Wiley.)

23BAE712	GLOBAL HUMAN RESOURCE PRACTICES	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO GLOBAL HRM</b>				<b>9</b>
Overview of Global HRM: Definitions and scope - The Role of HR in Global Organizations: Strategic HRM in the global context - Cultural Differences in HRM: Hofstede's cultural dimensions - Global Talent Management: Attracting and retaining global talent - Global Workforce Diversity: Managing diverse teams - International Recruitment and Selection: Best practices and challenges - Global Performance Management: Evaluation and appraisal systems - Training and Development in a Global Context: Approaches and methods - Compensation and Benefits Across Countries: Structures and policies - Ethical Issues in Global HRM: Ethics and social responsibility.					
<b>UNIT-II</b>	<b>OPPORTUNITIES TO HR CHALLENGES</b>				<b>9 + 3</b>
HR Challenges & Opportunities - National Differences Facing Operations – Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual and Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organization					
<b>UNIT-III</b>	<b>LEGAL AND REGULATORY ASPECTS</b>				<b>9 + 4</b>
HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions -Planning, Organizing, Directing & Control - Operations - Manpower Planning to Separations in a Global Set-up - Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems – Reporting Relationships					
<b>UNIT-IV</b>	<b>TECHNOLOGICAL IMPACT ON GLOBAL HRM</b>				<b>9 + 4</b>
Role and benefits - E-HRM: Digital transformation in HRM - Big Data Analytics in HR: Applications and impact - Artificial Intelligence in HRM: Current and future applications - Social Media in HRM: Recruitment, engagement, and branding - Work and Virtual Teams: Managing a distributed workforce - Technology in Performance Management: Tools and platforms - Learning Management Systems (LMS): Training and development - Employee Self-Service Portals: Enhancing employee experience.					
<b>UNIT-V</b>	<b>GLOBAL PERSPECTIVES IN ORGANISATION</b>				<b>9 + 4</b>
Quality Performance in Knowledge Based Organizations - Technology – Behavioral & Technical - Universal Quality Standards & HRM – Eastern Management Thought for Global Management - Commitment, Quality, and Stress Free Work Life - Strategic HRM: Aligning HR with business strategy – Global Employee Engagement: Techniques and Measurement - Succession Planning: Preparing future global leaders - Future of Global HRM: Trends and predictions.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Thomas, D. C., & Lazarova, M. B. (2019). <i>Global Human Resource Management</i> (3rd ed.). Routledge.
2	Scullion, H., & Collings, D. G. (2021). <i>Global Talent Management</i> (2nd ed.). Routledge.
<b>REFERENCES</b>	
1	Brewster, C., Houldsworth, E., & Sparrow, P. (2017). <i>Managing Human Resources in Global Context: A Cross-national Perspective</i> (3rd ed.). Palgrave Macmillan.
2	Scullion, H., & Collings, D. G. (2021). <i>Global Talent Management</i> (2nd ed.). Routledge.
3	Stahl, G. K., Björkman, I., & Morris, S. (Eds.). (2012). <i>Handbook of Research in International Human Resource Management</i> (2nd ed.). Edward Elgar Publishing.
4	Thomas, D. C., & Lazarova, M. B. (2019). <i>Global Human Resource Management</i> (3rd ed.). Routledge.
5	Dowling, P. J., Festing, M., & Engle, A. D. (2017). <i>International Human Resource Management</i> (7th ed.). Cengage Learning.

23BAE713	<b>HUMAN RESOURCE METRICS ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>UNIT-I</b>	<b>INTRODUCTION TO HR METRICS AND ANALYTICS</b>				<b>9</b>
Introduction to HR Metrics and Analytics – Strategic Importance of HR Metrics and Analytics - An Overview of HR Regulations and Reporting requirements – Understanding HR Indicators – HR Policies – Techniques of HR Professionals — Strategic Planning – Successful HR Analytics Implementation – Key Challenges in HR Analytics - Artificial Intelligence in HR – Impact of Digital Transformation on HR Analytics					
<b>UNIT-II</b>	<b>DATA MANAGEMENT AND HRIS</b>				<b>9 + 4</b>
Definition and purpose of HRIS – Evolution of HRIS – Types of HRIS (Operational, Tactical, Strategic) - Key Components of HRIS – Importance of Data Management in HR – Data life Cycle Management – Data Quality Management - Data Governance Frameworks and Best Practices - Importance of Data Privacy in HR - Key Data Privacy Regulations (GDPR, CCPA) – Challenges in Integrating HRIS – Successful Implementation of HRIS Integration – Best practices for Data Collection					
<b>UNIT-III</b>	<b>ADVANCED HR ANALYTICS AND TECHNIQUES</b>				<b>9 + 4</b>
Introduction to HR Analytics - Scope and Importance of Advanced HR Analytics - Key Differences Between Basic and Advanced HR Analytics - Applications in Various HR Functions - Introduction to Predictive Analytics - Key Predictive Techniques - Applications of Predictive Analytics in HR - Introduction to Prescriptive Analytics - Optimization Models - Scenario Analysis and Simulation - Applications in Workforce Planning and Talent Management – Succession Planning Metrics					
<b>UNIT-IV</b>	<b>PERFORMANCE MANAGEMENT ANALYTICS</b>				<b>9 + 4</b>
Key HR Metrics: Retention and Performance Management – Metrics Alignment with Organizational Strategy – Training and Development Metrics – Compensation and Benefit Metrics - Role of Analytics in Performance Management - Predictive Modeling for Successful Hiring - Employer Branding and Candidate Experience Analytics - Real-Time Reporting and Decision Support - Project Management for HR Analytics and Initiatives					
<b>UNIT-V</b>	<b>PEOPLE ANALYTICS</b>				<b>9 + 3</b>
Definition and Scope of People Analytics - Importance and Benefits in HR and Organizational Context - Evolution and Current Trends in People Analytics - Workforce Demographics and Trends Analysis - Forecasting Workforce Needs and Skills Gaps - Scenario Planning and Strategic Workforce Decisions - Measuring and Analyzing DEI Initiatives - Developing Data-driven DEI Strategies - Designing Effective People Analytics Dashboards – Implementation of People Analytics in Organization					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Bassi, L., Carpenter, R., & McMurrer, D. (2023). <i>HR Analytics handbook</i> , McGraw-Hill Education.
2	M. R., & Edwards, K. (2023). <i>HR Metrics and Analytics: A Practical Guide</i> . Routledge Publication.
<b>REFERENCES</b>	
1	Edwards, M. R. (2024). <i>Predictive HR analytics: Mastering the HR Metrics</i> , Kogan Page.
2	Boudreau, J., & Cascio, W. (2024). <i>The big data-driven HR function: Bringing analytics to the forefront</i> . Palgrave Macmillan.
3	Bhattacharyya, D. K. (2017). <i>HR Analytics: Understanding Theories and Applications</i> . SAGE Publications.
4	Soundararajan, R., & Singh, K. (2016). <i>Winning on HR Analytics: Leveraging Data for Competitive Advantage</i> . SAGE Publications.
5	Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). <i>HR from the Outside In: Six Competencies for the Future of Human Resources</i> . McGraw-Hill.

23BAE714	TALENT AND COMPETENCY MANAGEMENT	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION</b>				<b>9</b>
Concepts and Definitions - Talent Management: Definitions and Importance, Competency Management: Definitions and Importance. Strategic Importance of Talent Management - Aligning Talent Management with Organizational Strategy, The Role of Leadership in Talent Management. Frameworks and Models - Talent Management Frameworks, Competency Frameworks.					
<b>UNIT-II</b>	<b>TALENT DEVELOPMENT</b>				<b>9 + 4</b>
Learning and Development - Training Needs Analysis, Designing Effective Training Programs, Career Planning and Development, Succession Planning. Leadership Development - Leadership Development Programs. Coaching and Mentoring - The Role of Coaching And Mentoring in Talent Development, Effective Coaching and Mentoring Practices - ADDIE Model					
<b>UNIT-III</b>	<b>COMPETENCY ASSESSMENT AND MANAGEMENT</b>				<b>9 + 4</b>
Competency Assessment - Methods of Assessing Competencies, Tools and Techniques For Competency Assessment. - Benefits and Challenges of 360-Degree Feedback. Conducting Beis, Using Beis for Competency Assessment. Development Centers - Designing and Implementing Development Centers, Assessing Competencies Through Development Centers. Skill Gap Analysis - Conducting Skill Gap Analysis, Addressing Skill Gaps - Talent Acquisition.					
<b>UNIT-IV</b>	<b>TALENT RETENTION AND ENGAGEMENT</b>				<b>9 + 4</b>
Employee Engagement - Strategies for Enhancing Employee Engagement, Measuring Employee Engagement. Retention Strategies - Factors Influencing Employee Retention, Effective Retention Strategies. Workforce Analytics - Using Data Analytics in Talent Management. Employee Value Proposition (EVP) - Creating A Compelling EVP, Communicating The EVP to Employees. Work-Life Balance - Importance of Work-Life Balance, Programs and Initiatives to Support Work-Life Balance					
<b>UNIT-V</b>	<b>GLOBAL AND FUTURE TRENDS IN TALENT AND COMPETENCY MANAGEMENT</b>				<b>9 + 3</b>
Global Talent Management - Challenges of Managing Global Talent, Strategies for Global Talent Management. Diversity and Inclusion - Importance of Diversity And Inclusion, Strategies for Promoting Diversity and Inclusion. Technology In Talent Management - Role of Technology in Talent Management, Emerging Technologies and Their Impact. Future Trends - Trends Shaping the Future of Talent Management, Preparing for the Future Workforce, Case Studies of Successful Talent Management, Best Practices in Talent and Competency Management - Employer Branding					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Bossidy, L., & Charan, R. (2019). <i>Talent management: A four-step approach</i> (1st ed.).
2	Berger, L. A., & Berger, D. R. (2017). <i>The talent management handbook: Creating a sustainable competitive advantage by selecting, developing, and promoting the best people</i> (3rd ed.).
<b>REFERENCES</b>	
1	Wilcox, M. (2016). <i>Effective talent management: Aligning strategy, people and performance</i> (1st ed.).
2	Collins, A. (2019). <i>The new HR leader's first 100 days: How to start strong, hit the ground running &amp; achieve success faster as a new human resources manager, director or VP</i> (2nd ed.).
3	Rothwell, W. J., & Hohler, J. (2019). <i>Competency-based training basics</i> (1st ed.).
4	Scullion, H., & Collings, D. G. (2018). <i>Global talent management: Challenges, strategies, and opportunities</i> (1st ed.).
5	Cantrell, S., & Smith, D. (2016). <i>Workforce of one: Revolutionizing talent management through customization</i> (1st ed.).

23BAE715	WORKPLACE MODERNIZATION AND ADVANCEMENT	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO MODERN WORKPLACE DYNAMICS</b>				<b>9</b>
Evolution of Organizational Behavior: From Traditional to Modern Workplaces - Globalization's Impact on Contemporary Workplaces -Strategic HR Management: Aligning HR Practices with Organizational Goals - Dynamics of Workplace Culture in the Digital Age - The Role of Change Management in Modern Organizations - Integrating Innovation in HR Strategy - Adapting to Agile Work Practices -Managing Multigenerational Workforces -Diversity and Inclusion: Essential Elements of Modern Workplace Dynamics, Mindfulness.					
<b>UNIT-II</b>	<b>TECHNOLOGY AND DIGITAL TRANSFORMATION IN HR</b>				<b>9 + 4</b>
Harnessing HR Technology for Strategic Advantage - AI and Machine Learning: Transforming HR Operations - Data-Driven Decision Making in HR - Enhancing Candidate Experience through Digital Recruitment Tools - The Role of Block chain in HR Processes - Cyber security in HR: Protecting Employee Data - Leveraging HR Analytics for Performance Management - Virtual Reality (VR) and Augmented Reality (AR) in Training and Development - Cloud-Based HR Systems: Improving Accessibility and Efficiency - Ethical Considerations in Adopting HR Technologies					
<b>UNIT-III</b>	<b>LEADERSHIP AND TALENT MANAGEMENT IN MODERN ORGANIZATIONS</b>				<b>9 + 4</b>
Developing Transformational Leadership in the Modern Workplace - Talent Acquisition Strategies for Competitive Advantage -Nurturing High-Potential Employees: Succession Planning in the Digital Age -Managing Remote and Hybrid Teams Effectively - Leadership in Crisis: Lessons from Global Leaders - Building a Culture of Innovation and Agility- Performance Management in Modern Organizations - The Role of Emotional Intelligence in Leadership -Coaching and Mentoring Programs for Leadership Development					
<b>UNIT-IV</b>	<b>EMPLOYEE ENGAGEMENT AND WELL-BEING</b>				<b>9 + 4</b>
Enhancing Employee Engagement: Strategies for Motivation and Retention - Well-being Initiatives: Promoting Mental Health in the Workplace - Flexible Work Arrangements: Balancing Work-Life Integration - Building Resilience in Times of Change - Employee Recognition Programs: Fostering a Culture of Appreciation - Diversity, Equity, and Inclusion (DEI) Initiatives for Organizational Success - Workforce Health and Safety: Ensuring a Safe Work Environment - Managing Burnout: Strategies for Employee Well-being - The Role of Corporate Social Responsibility (CSR) in Employee Engagement -Technology and Its Impact on Work-Life Balance					
<b>UNIT-V</b>	<b>FUTURE TRENDS AND CHALLENGES IN HR</b>				<b>9 + 3</b>
HR's Role in Navigating Technological Disruption - The Future of Work: Trends Shaping Tomorrow's Workplace - Sustainable HR Practices: Balancing People, Planet, and Profit - Legal and Ethical Considerations in HR Decision Making - HR Innovation in Response to Global Challenges - The Gig Economy and Its Implications for HR Management - Reskilling and Upskilling: Preparing the Workforce for the Future - Remote Work: Long-term Strategies for Virtual Teams - Cultural Intelligence (CQ) in Global HR Management - Innovations in Performance Appraisal Systems.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Jones, G. R. (2019). <i>Organizational theory, design, &amp; change</i> (9th ed.). Pearson Education.
2	Daft, R. L. (2020). <i>Understanding the theory &amp; design of organizations</i> (14th ed.). Cengage Learning Western.
<b>REFERENCES</b>	
1	Harvard Business Review. (2023). <i>Harvard Business Review (HBR) 2023 editions: Offers up-to-date articles and case studies on workplace trends, leadership, and organizational change.</i>
2	Daft, R. L. (2007). <i>Understanding the theory &amp; design of organizations.</i> Thomson South-Western.
3	Cummings, T. G., & Worley, C. G. (2011). <i>Organizational development and change</i> (9th ed.). Cengage Learning.
4	Tidd, J., & Bessant, J. (2021). <i>Managing innovation: Integrating technological, market and organizational change</i> (7th ed.). Wiley.
5	Farah, B. (2021). <i>HR analytics handbook</i> (latest ed.). [Publisher].and "HR Analytics Handbook" by Bernard Marr was published in 2021

23BAE716	KNOWLEDGE MANAGEMENT AND INNOVATION	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO KNOWLEDGE MANAGEMENT</b>				<b>9</b>
Definition and Importance - Historical Development - Key Concepts - DIKW Pyramid– Types of Knowledge - Explicit vs. Tacit Knowledge - Individual vs. Organizational Knowledge - Knowledge Hierarchies – Knowledge Society – Knowledge Economy - Role of Knowledge in Competitive Advantage - Drivers of Knowledge Management (KM) - Components of Intellectual Capital – Measuring Intellectual Capital - KM in learning Organizations – Benefits of KM for Organizations – Challenges and Opportunities					
<b>UNIT-II</b>	<b>STRATEGIC ALIGNMENT AND INNOVATION</b>				<b>9 + 4</b>
Business Strategy and Knowledge Strategy Framework (Identification, Validation, Creation, and Acquisition of Knowledge) - Strategic Alignment – Evaluation of Strategic Alignment - Importance in Knowledge Management - Internal Marketing of KM Initiatives - Value Proposition of KM - Techniques to Foster Knowledge Sharing - Creating Awareness - Linking KM to Business Strategy – Integrating KM with existing Systems - Articulation- - Infrastructural Development and Deployment - Refinement - Role of CKO					
<b>UNIT-III</b>	<b>KNOWLEDGE MANAGEMENT DESIGN AND ARCHITECTURE</b>				<b>9 + 4</b>
Generic model of Knowledge Management System - Challenges in Developing Knowledge Management System, KM system Design and Architecture - Knowledge Construction Architecture - Implementation of KMS Business Strategy an KM and knowledge link -Validation of knowledge through knowledge models, Creation and acquisition of knowledge, Knowledge Capturing tacit knowledge: Knowledge capture techniques					
<b>UNIT-IV</b>	<b>INNOVATION MANAGEMENT</b>				<b>9 + 4</b>
Key HR Metrics: Retention and Performance Management – Metrics Alignment with Organizational Strategy – Training and Development Metrics – Compensation and Benefit Metrics - Role of Analytics in Performance Management - Predictive Modeling for Successful Hiring - Employer Branding and Candidate Experience Analytics - Real-Time Reporting and Decision Support - Project Management for HR Analytics and Initiatives					
<b>UNIT-V</b>	<b>MANAGEMENT OF HUMAN CAPITAL</b>				<b>9 + 3</b>
Organizational Learning and Learning Organization - Concept of building a Learning Organization; Peter Senge’s Five core disciplines of a Learning Organization - Organization Learning - Human Resource Management for KM and Paradigm shift in HRM functions - KM in Indian organizations and MNC					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	Dalkir, K. (2023), “ Knowledge Management in Theory and Practice”, Routledge
2	Edvinsson, L., & Beding, T. (2024), “Managing knowledge work and innovation”, Palgrave Macmillan.
REFERENCES	
1	Trott, P., & Phaal, K. (2023) “Innovation Management and New Product Development”, Pearson.
2	Dierkes, M., Berthoin Antal, A., Child, J., & Nonaka, I. (Eds.). (2024), “Handbook of organizational learning and knowledge management”, Oxford University Press.
3	Donate, M. J., & de Pablo, J. D. S. (2021). The Role of Knowledge-Oriented Leadership in Knowledge Management Practices and Innovation. Journal of Business Research, 126, 364-376.
4	Durst, S., Hinteregger, C., & Zieba, M. (2021). The Link Between Knowledge Management and Innovation in Family Firms. Journal of Innovation & Knowledge, 6(1), 1-8.
5	Inkinen, H., Kianto, A., & Vanhala, M. (2022). The Role of Intellectual Capital in Organizational Resilience During COVID-19. Journal of Intellectual Capital, 23(4), 673-688.

23BAE717	INDUSTRIAL PSYCHOLOGY	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION , PRINCIPLE AND PRACTICES</b>				<b>9</b>
Introduction to Advanced Industrial Psychology – Concept of Industrial Psychology – Development, Historical perspectives of Industrial Psychology - Causation of Behavior – Individual differences – Scope of Industrial Psychology: Economic, Social and psychological aspects of Industry – Physical aspects of Work Environment - Psychology on the Job – Principles of Human Relationship – Study of Principles of Mental Health – Study of Human Relations - Challenges - Practical Problems					
<b>UNIT-II</b>	<b>DEVELOPMENT PSYCHOLOGY</b>				<b>9 + 4</b>
Psychological Tests: Overview of Testing Program – Meaning of Psychological Tests – Characteristics of Psychological Tests – Validity – Reliability – Objectivity – Standardization - Types of Psychological Tests: Selection Test - Intelligence Tests (WAIS), Myers-Briggs Type Indicator (MBTI) - Five Factor Model (Big Five), Emotional Intelligence (EQ – i) and Projective (TAT) – Limitations of Psychological Test – Individual vs. Group Test					
<b>UNIT-III</b>	<b>APPLICATIONS OF HUMAN PSYCHOLOGY</b>				<b>9 + 4</b>
Attitude and Human Employee Safety : Components of Attitude – Evaluative Component – Cognitive Component – Behavioral Component – Attitude Change – Cognitive Dissonance Approach – Measuring Attitude – Opinion Scales – Rating Scales – Indirect Scales - Theories of Human Development – Piaget, Erikson and Vygotsky – Concept of Human Engineering – Policies related to Education, Healthcare and Community Well being					
<b>UNIT-IV</b>	<b>OCCUPATIONAL HEALTH PSYCHOLOGY</b>				<b>9 + 4</b>
Meaning of Health - Stress in the Workplace - Causes, Sources - Introduction to Clinical Practice – Diagnosing and Treating Mental Health Disorders - Physical Working Conditions - Psychological and Social issues - Future directions and Trends in Occupational Health Psychology - Promoting Healthy Workplace Behaviors – Managing Chronic Disorders – Improving Work Methods – Increasing Efficiency at Workplace					
<b>UNIT-V</b>	<b>ERGONOMICS AND WORK CONDITIONS</b>				<b>9 + 3</b>
Ergonomics Approaches to Work Design – Human /Computer Interactions in the Workplace Safety and Accidents - Physical Stressors in the Workplace - Work Schedules - Pro-Environment Behavior: Employee Eco - Initiative, Engineering Psychology. Positive Psychology: Definition – History – Need - Concepts of Resilience - Happiness and Wellbeing – Gratitude- Forgiveness - Effectiveness and Growth - Optimism and Hope - Positive Organizations.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	Spector, P. E. (2023) “ <i>Industrial and organizational psychology</i> ”: Research and Practice, Wiley Publications.
2	Landy, F. J., & Conte, J. M. (2024) <i>Work in the 21st century: An Introduction to Industrial and Organizational Psychology</i> , Wiley Publications.
REFERENCES	
1	Ployhart, R. E., & Schneider, B. (2023) <i>Personnel psychology: An applied perspective</i> , Pearson Publication.
2	Cook, M., & Charles C. Thomas. (2024). <i>Psychological assessment in the workplace: A manager's guide</i> . Charles C. Thomas.
3	Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2020). <i>Organizational behavior: Improving performance and commitment in the workplace (7th ed.)</i> . McGraw-Hill Education.
4	Riggio, R. E. (2017). <i>Introduction to industrial/organizational psychology (7th ed.)</i> . Routledge.
5	Arnold, J., Randall, R., & Patterson, F. (2016). <i>Work psychology: Understanding human behaviour in the workplace (6th ed.)</i> . Pearson.

23BAE721	ADVERTISING MANAGEMENT	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO IMC</b>				<b>9</b>
Introduction to Integrated Marketing Communications (IMC), Understanding Marketing Communication and IMC. Marketing Mix Strategy, Structure of Advertising and Promotion World and Players in Advertising World. IMC and Tools, Communication Process, Buying Decision Process and Advertising Research Process.					
<b>UNIT-II</b>	<b>IMPORTANCE OF ADVERTISING</b>				<b>9+4</b>
Advertising in Print Media: Advertising Strategy, Finding The Big Idea, Creative Execution in Print Advertising and Newspapers, Fundamentals of Advertising Campaign. Advertising in Broadcast Media: Strategic Approaches, Big Idea, Creative Execution in Magazine, Radio and Television. Social Media: Changing The Rules of Communication And Mobile Marketing					
<b>UNIT-III</b>	<b>IMC TOOLS</b>				<b>9+4</b>
Sales Promotion, Types of Sales Promotion, Push and Pull Strategies, Designing Sales Promotion Program, Sales Promotion Tools, Strength and Limitation of Sales Promotion. Direct Marketing, Direct Marketing Media. Public Relations, Strengths and Weaknesses of Public Relations, Types of Public Relation, Tools of Public Relations.					
<b>UNIT-IV</b>	<b>MEDIA PLANNING &amp; STRATEGY</b>				<b>9+4</b>
Print Media, Out of Home Media, Broadcast Media, Media Planning and Developing The Media Plan. Promotion Objective and Budget Determination, Setting Communication Objectives, Sales Vs Communication Oriented Objective, The DAGMAR Approach to Setting Objectives and Measuring Advertising Effectiveness.					
<b>UNIT-V</b>	<b>BUDGETING, LEGAL AND ETHICAL ENVIRONMENT</b>				<b>9+3</b>
Budgeting for Marketing Communication, Arriving at Marketing Communication Budget, Allocating the Marketing Communication Budget. Legislation Affecting Advertising, Self-Regulatory Codes of Conduct in Advertising, Legal and Ethical Concepts and Issues in Advertising, Regulations Governing Sales Promotion, Regulations Governing Packaging and Labelling, Regulations Governing Direct Marketing and Regulations Governing Internet Marketing.					

**L:45 T:15 P:0 Total: 60 Periods**

TEXT BOOKS	
1	Clow, K. E., & Baack, D. E. (2020). <i>Integrated advertising, promotion, and marketing communications</i> (8th ed.). Pearson.
2	Belch, G. E., & Belch, M. A. (2021). <i>Advertising and promotion: An integrated marketing communications perspective</i> (12th ed.). McGraw-Hill Education.
REFERENCES	
1	Dahlen, M., Lange, F., & Smith, T. (2010). <i>Marketing communications: A brand narrative approach</i> . Wiley.
2	Keller, K. L. (2012). <i>Strategic brand management: Building, measuring, and managing brand equity</i> (4th ed.). Pearson.
3	Wilcox, D. L., Cameron, G. T., & Reber, B. H. (2015). <i>Public relations: Strategies and tactics</i> (11th ed.). Pearson.
4	Mullin, R., & Cummins, J. (2008). <i>Sales promotion: How to create, implement &amp; integrate campaigns that really work</i> (5th ed.). Kogan Page.
5	Nash, E. (2000). <i>Direct marketing: Strategy, planning, execution</i> (4th ed.). McGraw-Hill.

23BAE722	CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO CRM</b>				<b>9</b>
Definition and Scope of Customer Relationship Management - History and Evolution of Customer Relationship Management - Transformation of Customers - Touch Point Analysis (TPA) - Customer Relationship Management: Components and Architecture -Technology and CRM Technology Components - Customer Value -Value Creation.					
<b>UNIT-II</b>	<b>ELECTRONIC-CRM</b>				<b>9+4</b>
Customer Retention - Negative and Positive Retention Strategies - Meet and Exceed Expectations -Trends in Customer Retention - Strategic Customer - Different Types of Customers -Customer Acquisition - Traditional Approach to Customer Acquisition - Customer Acquisition Strategy -Customer Acquisition - Customer Expectation -Zone of Tolerance -Expectation Management Strategies - e-CRM - Modules in CRM - Barriers to Effective Customer Internet Adoption.					
<b>UNIT-III</b>	<b>CUSTOMER SEGMENTATION, TARGETING AND POSITIONING</b>				<b>9+4</b>
Contact Centre Technology - Contact or Call Centre -Future Prospects -CRM Technologies for Contact/Call Centre Infrastructure - Call Centre to Contact Centre - Front Office Management Technology - Segmentation - Requirements for Effective Segmentation - Bases for Segmentation - Targeting Marketing Segments - Positioning - Repositioning - Application of Marketing Mix Strategic Perspective.					
<b>UNIT-IV</b>	<b>CUSTOMER PRIVACY</b>				<b>9+4</b>
Privacy – An Indian Perspective - Need for Privacy Protection -Empowering Customers in India - Indian Privacy Law Set to Change Landscape -Need for such Legislation - Legislative Competence - Legislations - Data Protection and the Right to Information - Data Protection and Credit Verification - Data Protection and Private Investigative Agencies – A Global Approach -Markets in Privacy -Wireless Transmission - Data Banks - Encryption - Selling the Right of Privacy - Analysis of CRM Strategies - Designing a CRM Strategy - Creating Customer Value - Delivering the Benefits of CRM.					
<b>UNIT-V</b>	<b>EMERGING TRENDS IN CRM</b>				<b>9+3</b>
Emerging Trends in CRM - Doing Business in the CRM Era - Most Affected Industries - CRM in India - Critical Success Factors - Globalized Scenario Overview of Sales Force Automation - Sales Force Automation Solution - Benefits of Sales Force Automation Software -Disadvantages - Features of SFA - Other Features - Sales Force Automation Solution – An Overview -Functional Features.					

<b>L: 45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Buttle, F., & Maklan, S. (2019). <i>Customer Relationship Management: Concepts and Technologies</i> (3rd ed.). Abingdon, UK: Routledge.
2	Peppers, D., & Rogers, M. (2016). <i>Managing Customer Relationships: A Strategic Framework</i> (3rd ed.). Hoboken, NJ: John Wiley & Sons.
<b>REFERENCES</b>	
1	Kumar, V., & Reinartz, W. (2018). <i>Customer Relationship Management: Concept, Strategy, and Tools</i> (3rd ed.). Berlin, Germany: Springer-Verlag.
2	Payne, A., & Frow, P. (2013). <i>Relationship Marketing for Competitive Advantage: Winning and Keeping Customers</i> (2nd ed.). Abingdon, UK: Routledge.
3	Kumar, A., & Shankar, B. (2021). <i>Customer Relationship Management: A Databased Approach</i> . Sage Publications.
4	Greenberg, P. (2020). <i>CRM at the Speed of Light: Essential Customer Strategies for the 21st Century</i> (5th ed.). McGraw-Hill Education.
5	Hinshaw, M., & Kasanoff, B. (2019). <i>The New Rules of Customer Engagement: 6 Trends That Will Change the Way You Do Business</i> . Wiley.

23BAE723	INTERNATIONAL MARKETING	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>OVERVIEW OF INTERNATIONAL MARKETING</b>				<b>9</b>
Need and Scope of International Marketing, Tasks, Contrast in Domestic and International Marketing, EPRG Framework, Socio Cultural Environment – Culture Defined, Elements of Culture, Culture analysis, Political & Legal Environment – Embargoes & Sanctions, Political Risk, Legal Factors, Legal Differences, Hofstede Model.					
<b>UNIT-II</b>	<b>MODES OF ENTRY IN INTERNATIONAL MARKETING</b>				<b>9 + 3</b>
Strategic Effects of Going International, Strategies Employed by Indian Companies to Sustain Globally, EXIM Policy - Global Market Entry Strategies – Export/Import, International Intermediaries – EMC’s, Trading Companies, Licensing, Franchising, FDI, Local Presence – Inter Firm Co-operation - MNCs and Globalisation, Mergers and Acquisitions.					
<b>UNIT-III</b>	<b>INFORMATION TECHNOLOGY AND GLOBAL STP</b>				<b>9 + 4</b>
Use of Information Technology and Systems in Global Marketing - Global Market Segmentation, Targeting and Positioning Strategy - Market Entry and Expansion - Strategies Import Export and Sourcing - Latest trends in International Marketing.					
<b>UNIT-IV</b>	<b>INTERNATIONAL MARKETING MIX DECISIONS</b>				<b>9 + 4</b>
The International Product and its Life Cycle, Global Product Policy, Global Branding and Different Positioning of the Same Brand in Different Countries, Intellectual Property, Gray Market, Role of Services in Global Economy, Media Advertising, PR, Trade Fairs. Key Factors in Global Pricing & Methods, Pricing Policies – Marginal Cost, Cost Plus, Market Oriented, Transfer Price, Dumping & Legal Aspects.					
<b>UNIT-V</b>	<b>GLOBAL COMMUNICATION, NEGOTIATION, ETHICS IN GLOBAL MARKETING</b>				<b>9 + 4</b>
Global Marketing Communications Decisions - Cross-cultural Communication Styles, Key Stages of a Negotiation - Strategies for Successful Global Business Negotiations - Skills Required to be a Good Negotiator - Leadership and Organization for Global Marketing - Ethics, Corporate Social Responsibility and Social Responsiveness in the Context of Global Marketing.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	Warren J Keegan. (2017). <i>Global Marketing Management (8<sup>th</sup> edition.)</i> Pearson.
2	Varshney & Bhattacharya. (2020). <i>International Marketing Management (26th Revised Edition)</i> , Sultan Chand & Sons.
REFERENCES	
1	Harvard Business Review, <i>Global Business Review (Sage Publications)</i> , <i>Global Forum – ITC Geneva</i> .
2	Khurana, P.K. (2019). <i>Export Marketing (1st edition)</i> , Bookage Publications.
3	Bhattacharya, B, Varshney R.L. (2020). <i>International Marketing Management: An Indian Perspective</i> . Sultan Chand & Sons.
4	Philip R. Cateora, John Graham, et al. (2019). <i>International Marketing (18th Edition)</i> . McGraw Hill Education. ISBN 10: 1259712354, ISBN 13: 978-1259712357
5	Robin Lowe, Isobel Doole, et al. (2022). <i>International Marketing Strategy: Analysis, Development and Implementation</i> , Cengage.

23BAE724	RETAIL MANAGEMENT			L	T	P	C
				3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION</b>						<b>9</b>
Retailing: Definition And Meaning of Retailing, Food Retailing, General Merchandise Retailing, Importance & Scope. Retail Environment, The Growing Importance of Retail Industry. Global Retail Market, Evolution of Retail in India, Drivers of Retail Change in India, Prospects of Retailing in India. Challenges And Opportunities in Retailing.							
<b>UNIT-II</b>	<b>MODELS &amp; CLASSIFICATION</b>						<b>9 + 3</b>
Concept of Life Cycle in Retail, Business Models in Retail. Classification: Retail Institutions by Ownership, Store Based Retailing, Electronic & Non - Store Retailing, Automated Vending, kiosks & other forms of Non- Traditional Retailing.							
<b>UNIT-III</b>	<b>UNDERSTANDING CONSUMER BEHAVIOUR AND RETAIL OPERATIONS</b>						<b>9 + 4</b>
Identifying & Understanding Consumers, Information Gathering & Processing in Retailing, Consumer Behaviour in The Retail Context, Comparison of Behaviourist and Cognitive Approaches. Buying Decision Process and the Implication of Retail Management. Importance of Information System In Retailing.							
<b>UNIT-IV</b>	<b>RETAIL MARKETING MIX, COMMUNICATION MIX &amp; PROMOTION</b>						<b>9 + 4</b>
Meaning of Marketing Mix, The Marketing Mix for Services, Target Markets, The Retail Product, a Breakdown of Retailing as a Product. Planning Retail Communication, Implementing Retail Advertising Retail Market Strategies. Store Planning Design & Layout, Retail Merchandising, Pricing In Retailing, Importance of Supply Chain Management In Retailing. Relationship Marketing and Loyalty Schemes, Personal Selling and Public Relations, Other Promotional Tool, Characteristics of Promotions.							
<b>UNIT-V</b>	<b>STRATEGIES &amp; INTERNATIONAL RETAILING</b>						<b>9 + 4</b>
Location Sites and Types of Retail Development, Locational Technique, Catchment Area Analysis Leasing of a Retail Outlet, Electronic Retailing. Development of International Retailing, International Retail Structures, Motives And Reasons For Internationalization, Direction For Expansion, Market Entry Method, Typologies of International Expansion, Company Learning Curve							

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	<i>Levy, M., Weitz, B. A., &amp; Grewal, D. (2020). Retailing Management (10th ed.). McGraw-Hill Education.</i>
2	<i>Dunne, P. M., Lusch, R. F., &amp; Carver, J. R. (2021). Retailing (9th ed.). Cengage Learning.</i>
<b>REFERENCES</b>	
1	<i>Berman, B., &amp; Evans, J. R. (2020). Retail Management: A Strategic Approach (14th ed.). Pearson.</i>
2	<i>Varley, R. (2021). Retail Product Management: Buying and Merchandising (3rd ed.). Routledge.</i>
3	<i>Hollensen, S. (2020). Global Marketing: A Decision-Oriented Approach (8th ed.). Pearson.</i>
4	<i>Manning, L., &amp; Reece, B. (2021). Selling Today: Partnering to Create Value (15th ed.). Pearson.</i>
5	<i>Dawson, J. (2018). Retailing in the 21st Century: Current and Future Trends (2nd ed.). Springer.</i>

23BAE725	SERVICES MARKETING	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO SERVICES MARKETING</b>				9
Understanding Service Characteristics – Product vs. Services – Nature of Service Act, Unique Characteristics of Services, Classification of Services.					
<b>UNIT-II</b>	<b>SERVICES MARKET SEGMENTATIONS</b>				9 + 3
Trends in Service Marketing, Expanded Marketing Mix, Consumer Behavior in Services, Service Market Segmentation, Targeting and Positioning.					
<b>UNIT-III</b>	<b>SERVICE PRODUCT AND OPERATION</b>				9 + 4
Importance of Branding Service Products – Brand name Policies and Decisions – Brand Development for Existing Service Products – Service Brand Building – New Service Development Service Operations: Service Blueprint Components in Designing - Role of Blueprints – Benefits of Blueprinting – Operations Blueprint					
<b>UNIT-IV</b>	<b>SERVICE DESIGN, DEVELOPMENT AND PROMOTION</b>				9 + 4
Service Life Cycle, Service Quality Dimensions, Measuring Service Quality, GAP Model of Service Quality, SERVQUAL. Complaint Handling, Recovery management, Service Guarantees. Services Delivery Channels, Pricing of Services, Methods, Service Marketing Triangle, Integrated Service Marketing Communication.					
<b>UNIT-V</b>	<b>SERVICES STRATEGIES</b>				9 + 4
ServiceMarketing Strategies for Healthcare, Agriculture & Food Technology, Hotel, Automobile, Aerospace, Retail (FMCG), Financial, Educational, Power Entertainment & Public Utility Information Technique Services.					

**L:45 T:15 P:0 Total: 60 Periods**

TEXT BOOKS	
1	<i>Zeithaml, V. A., Bitner, M. J., &amp; Gremler, D. D. (2020). Services marketing: Integrating customer focus across the firm (7th ed.). McGraw-Hill Education.</i>
2	<i>Lovelock, C. H., Wirtz, J., &amp; Chew, P. (2018). Services marketing: People, technology, strategy (8th ed.). Pearson.</i>
REFERENCES	
1	<i>Grönroos, C. (2015). Service management and marketing: Customer management in service competition (4th ed.). Wiley.</i>
2	<i>Scott, D. M. (2020). The new rules of marketing and PR (7th ed.). Wiley.</i>
3	<i>Reason, B., Løvlie, L., &amp; Flu, M. B. (2015). Service design for business: A practical guide to optimizing the customer experience. Wiley.</i>
4	<i>Gilmore, A. (2003). Services marketing and management. SAGE Publications Ltd.</i>
5	<i>Pine II, B. J., &amp; Gilmore, J. H. (2019). The experience economy: Competing for customer time, attention, and money (Updated ed.). Harvard Business Review Press.</i>

23BAE726	SOCIAL MEDIA MARKETING	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO SOCIAL MEDIA MARKETING</b>				<b>9</b>
Importance of Social Media - Changing Role of Social Media Marketer - Social media Influencer and Some Common Types -Understanding the Role of Influencers in Social Media Marketing - Comparing Social Media Marketing with other Marketing Efforts- Social Media Competitor's Analysis - Classifying Consumer Activities - Identification of Personas -Analyzing Competitor's Efforts.					
<b>UNIT-II</b>	<b>SOCIAL MEDIA MARKETING STRATEGY &amp; VOICE</b>				<b>9 + 4</b>
Strategic Planning and Social Media Marketing, Deepening Social Media Marketing Relationship, Difference Between Social Media Marketing and Brand Marketing - Social Media Marketing Campaigns: Types of Campaigns, Characteristics of a Good Campaign, Planning of Marketing Campaign -Developing Social Media Marketing Voice: Importance and Characteristics of SMM Voice, Difference Between SMM Voices and Brand Choices, SMM Voice Objectives, Selection of Owner of Organization's SMM Voice.					
<b>UNIT-III</b>	<b>FINDING THE RIGHT PLATFORMS</b>				<b>9 + 4</b>
Choosing Social Media Platforms, Evaluation of Resources, Use of Platforms as Audience Research Tools- Marketing On Facebook - Marketing On X - Instagram Marketing -YouTube Strategy - LinkedIn Marketing					
<b>UNIT-IV</b>	<b>NICHE MARKETS</b>				<b>9 + 4</b>
Niche Social Network – Finding The Right Social Platforms - Unpaid Media Basis – Accounting for the Influencers: Building an Influencer Outreach Strategy - Knowing and Reaching the Expert Influencers - Tapping And Reaching the Referent Influencers - Tapping and Reaching the Positional Influence.					
<b>UNIT-V</b>	<b>SOCIAL MEDIA METRICS AND GOVERNANCE</b>				<b>9 + 3</b>
Social Media Metrics: Influencer Specific Metrics, Facebook Metrics, Instagram Metrics, YouTube Metrics, Twitter Metrics – Employees And Social Media Marketing: Employees Collaboration, Types of Social Software, Importance of Intranet - Social Media Governance and Tools: Public Relations - Consumer Relations, Social Media Governance Models –Social Media Crisis.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	<i>Tuten, T. L., &amp; Solomon, M. R. (2017). Social Media Marketing (3rd ed.). SAGE Publications.</i>
2	<i>Barker, M., Barker, D. I., Bormann, N. F., &amp; Neher, K. E. (2017). Social Media Marketing: A Strategic Approach (2nd ed.). Cengage Learning.</i>
<b>REFERENCES</b>	
1	<i>Evans, D. (2020). Social Media Marketing: The Next Generation of Business Engagement (2nd ed.). Wiley.</i>
2	<i>Zimmerman, J., &amp; Ng, D. (2017). Social Media Marketing All-in-One For Dummies (4th ed.). For Dummies.</i>
3	<i>Barker, M., Barker, D. I., Bormann, N. F., &amp; Neher, K. E. (2021). Social Media Marketing: A Strategic Approach (3rd ed.). Cengage Learning.</i>
4	<i>Scott, D. M. (2023). The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly (8th ed.). Wiley.</i>
5	<i>Sorrells, W. M. (2022). Social Media Marketing: Principles and Strategies. Routledge.</i>

23BAE727	WEB AND SOCIAL MEDIA ANALYTICS	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO CYBERSPACE</b>				<b>9</b>
Evolution of Online Communities - History and Evolution of Internet and Cyberspace- Online Media vs. Traditional Media - Website Users and Purpose of Using the World Wide Web - Understanding the World Wide Web: Strong and Weak Ties – Influencers - How Ideas Travel – Viralness - Social Theory and Social Media - Technological Determinism in Social Media.					
<b>UNIT-II</b>	<b>WEB ANALYTICS</b>				<b>9 + 3</b>
Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.					
<b>UNIT-III</b>	<b>WEB SEARCH ANALYTICS</b>				<b>9 + 4</b>
Search Engine Optimization (SEO), Non-linear Media Consumption, User Engagement, User generated Content, Web Traffic Analysis, Performing Internal Site Search Analytics, Measuring SEO Efforts, Analyzing Pay Per Click (PPC) Effectiveness.					
<b>UNIT-IV</b>	<b>MOBILE ANALYTICS</b>				<b>9 + 4</b>
Science of Mobile Media - The Viral Impact of Mobile Media - The Basics of Tracking Mobile Media - Mobile Media Analytics- Insights Gained From Mobile Media- Customized Campaigns for Mobile Media, Analytics with Mobile Apps, Current Trends and Future Scope of Mobile Analytics.					
<b>UNIT-V</b>	<b>TEXT ANALYTICS</b>				<b>9 + 4</b>
Converting Text from Files into Statistical Data - Counting, Types and Tokens, N-grams - Sentiment Analysis - Tagging and Parsing Text - Text Analytics for E-commerce - Text Analytics in Social media - Chatbots, Voice assistants, Translation Analytics - Application of Text Analytics in Various Domains.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Takeshi Moriguchi (2019). <i>Web Analytics Consultant Official Textbook (9th Edition)</i> . Web Analytics Consultants Association.
2	Struhl, Steven M. (2015). <i>Practical text analytics : Interpreting text and unstructured data for business intelligence</i> , London ; Philadelphia : Kogan Page.
<b>REFERENCES</b>	
1	Ric T. Peterson (2004). <i>Web Analytics Demystified</i> , Celilo Group Media and Café Press.
2	Shrivastava, K. M. (2013). <i>Social Media in Business and Governance</i> , Sterling Publishers Private Limited.
3	Avinash Kaushik (2007). <i>Web Analytics - An Hour a Day</i> . Wiley Publishing.
4	Subodha Kumar, Liangfei Qiu (2021). <i>Social Media Analytics and Practical Applications: The Change to the Competition Landscape</i> (1st Ed.). CRC Press.
5	Dr. Saroj Kumar, Tripti Singh Chowdhury (2022). <i>Social Media And Web Analytics</i> . Thakur Publications.

23BAE731	BUSINESS ANALYTICS AND DATA SCIENCE	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO BUSINESS ANALYTICS AND DATA SCIENCE</b>				<b>9</b>
Definition and Importance – Evolution and Current Trends – Role in Business Decision Making Data Types and Sources: Structured Vs Unstructured Data – Internal Vs External Data Sources – Data Collection Methods Data Management Fundamentals: Data Storage and Databases – Data Warehousing and ETL Processes – Data Transformation and Normalization – Feature Selection and Extraction					
<b>UNIT-II</b>	<b>STATISTICAL ANALYSIS FOR BUSINESS</b>				<b>9 + 4</b>
Descriptive Statistics: Measures of Central Tendency and Variability – Data Distribution and Visualization Inferential Statistics: Hypothesis Testing – Confidence Intervals – ANOVA and Regression Analysis					
<b>UNIT-III</b>	<b>DATA VISUALIZATION AND COMMUNICATION</b>				<b>9 + 4</b>
Principles of Data Visualization: Design Principles and Best Practices – Choosing the Right Visualization Tools for Data Visualization: Tableau, Power BI and Other Tools – Creating Dashboards and Interactive Visualizations					
<b>UNIT-IV</b>	<b>ADVANCED BUSINESS ANALYTICS</b>				<b>9 + 4</b>
Big Data and Analytics: Characteristics of Big Data (Volume, Velocity, Variety, Veracity) – Tools and Technologies (Hadoop, Spark) Predictive and Prescriptive Analytics: Forecasting Techniques – Optimization and Simulation Methods					
<b>UNIT-V</b>	<b>APPLICATION IN BUSINESS DOMAINS</b>				<b>9 + 3</b>
Marketing Analytics: Customer segmentation – Market Basket Analysis Financial Analytics: Risk Management and Portfolio Optimization – Financial forecasting Operations and Supply Chain Analytics: Inventory Management – Demand Forecasting and Logistics Optimization					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	Provost, F., & Fawcett, T. (2013). <i>Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking</i> . O'Reilly Media.
2	Winston, W. L. (2014). <i>Marketing Analytics: Data-Driven Techniques with Microsoft Excel</i> . Wiley.
REFERENCES	
1	Shmueli, G., Bruce, P. C., Yahav, I., Patel, N. R., & Lichtendahl Jr, K. C. (2017). <i>Data Mining for Business Analytics: Concepts, Techniques, and Applications in R</i> . Wiley.
2	Hastie, T., Tibshirani, R., & Friedman, J. (2009). <i>The Elements of Statistical Learning: Data Mining, Inference, and Prediction</i> . Springer.
3	Kuhn, M., & Johnson, K. (2013). <i>Applied Predictive Modeling</i> . Springer.
4	James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). <i>An Introduction to Statistical Learning: With Applications in R</i> (2nd ed.). Springer.
5	Baumer, B. S., Kaplan, D. T., & Horton, N. J. (2021). <i>Modern Data Science with R</i> (2nd ed.). CRC Press.

<b>23BAE732</b>	<b>DATA MINING AND BUSINESS INTELLIGENCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>UNIT-I</b>	<b>FOUNDATIONS OF BUSINESS INTELLIGENCE</b>				<b>9</b>
Introduction to Business Intelligence (BI) - History and Evolution of B I- The role of BI in modern businesses - BI's impact on business strategy and decision-making - BI Architectures - Data Warehousing - Data Warehousing Architecture - ETL Process - Data Integration and the Data Warehouse - OLAP and Multidimensional Data Modeling - Data Mart and its Types - BI Tools and Technologies.					
<b>UNIT-II</b>	<b>BUSINESS PERFORMANCE MANAGEMENT IN BUSINESS INTELLIGENCE</b>				<b>9+4</b>
Introduction to Business Performance Management (BPM)-BPM Processes and Methodologies-Strategic Planning and BPM- Performance Measurement Frameworks- Key Performance Indicators (KPIs)- BPM Technologies and Applications-. Enhancing BPM with Data Visualization- Challenges in BPM Implementation- BPM and Continuous Improvement- Aligning BPM with Corporate Strategy - Emerging Trends in BPM					
<b>UNIT-III</b>	<b>DATA MINING FOR BUSINESS INTELLIGENCE</b>				<b>9+4</b>
Introduction to Data Mining-Data Mining Process-Data Preprocessing for Data Mining- Data Mining Methods- Classification Techniques- Clustering Techniques- Association Rule Mining- Decision Trees and Neural Networks- Text Mining - Web Mining					
<b>UNIT-IV</b>	<b>BUSINESS INTELLIGENCE IMPLEMENTATION AND EMERGING TRENDS</b>				<b>9+3</b>
Business Intelligence Implementation Overview- Business Intelligence Initiative Life Cycle-Integration of Business Intelligence Systems-Connecting Business Intelligence Systems to Databases- On-Demand Business Intelligence - Legal, Privacy, and Ethical Issues in Business Intelligence - Web 2.0 and Business Intelligence - Social Networking and Business Intelligence -Virtual Worlds and Business Intelligence - Social Software Integration in Business Intelligence -RFID and Business Intelligence - Reality Mining- Emerging Trends in Business Intelligence .					
<b>UNIT-V</b>	<b>TABLEAU FOR BUSINESS INTELLIGENCE</b>				<b>9+4</b>
Introduction to Tableau – Bar Chart – Scatter Plots & Clustering – Time Series – Dual Axis Charts – Trend and Forecasting – Leveraging data – Hierarchies & Organizing Data Fields – Dashboard Formatting – Dashboard Design.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Sharda, R., Delen, D., & Turban, E. (2020). Business Intelligence, Analytics, and Data Science: A Managerial Perspective (5th ed.). Pearson.
2	Turban, E., Sharda, R., & Delen, D. (2011). Business intelligence: A managerial approach (2nd ed.). Pearson
<b>REFERENCES</b>	
1	Larson, B., & Chang, V. (2016). Enterprise Business Intelligence and Data Warehousing: Program Management Essentials. Morgan Kaufmann.
2	Rausch, P., Sheta, A. F., & Ayesh, A. (2013). Business Intelligence and Performance Management: Theory, Systems and Industrial Applications. Springer.
3	Luhn, H. P. (2019). Business Intelligence: Concepts, Methodologies, Tools, and Applications. IGI Global
4	Marr, B. (2021). Data Strategy: How to Profit from a World of Big Data, Analytics and Artificial Intelligence (2nd ed.). Kogan Page.
5	Berndtsson, M., & Svahnberg, M. (2020). Data Science and Analytics for Ordinary People. Springer.

<b>23BAE733</b>	<b>DATA- DRIVEN DECISION MAKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>UNIT-I</b>	<b>INTRODUCTION TO BUSINESS ANALYTICS</b>				<b>9</b>
Introduction-Analytics and Business Transformation-Classifications of Analytics-Common Applications of Analytics in Business-The Process of Analytics -Tools in the Analytics Process -Roles in an Analytics Team.					
<b>UNIT-II</b>	<b>THE OPPORTUNITIES AND CHALLENGE OF DATA</b>				<b>9+3</b>
Introduction – Sources of Data for an Organization - From Assets and Activities to Data - Data Provenance and Data Quality - Data Logistics.					
<b>UNIT-III</b>	<b>DATA MECHANICS</b>				<b>9+4</b>
Introduction – Data Schemas and Data Sets, Common Data Transformations and Advanced Data Transformations, Data Cleaning, Normalization, and Enhancement.					
<b>UNIT-IV</b>	<b>DESCRIPTIVE ANALYTICS</b>				<b>9+4</b>
Introduction – Power BI Fundamentals – The Contoso Dataset Analyzing Data Using Power BI – Working with Calculated Measures in Power BI – Visualization of Data – Visualization Case Study.					
<b>UNIT-V</b>	<b>PREDICTIVE ANALYTICS</b>				<b>9+4</b>
Introduction – Predictive Analytics Workflow – Machine Learning Background – Machine Learning in Practice: Classification – Machine Learning in Practice: Regression and Recommending – Machine Learning Case Study.					

**L:45|T:15|P:0|Total: 60 Periods**

<b>TEXT BOOKS</b>	
1	Microsoft Corporation. (2020). Exam Ref DA-100 Analyzing Data with Microsoft Power BI. Redmond, WA: Microsoft Press.
2	James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An Introduction to Statistical Learning: with Applications in R. New York, NY: Springer.
<b>REFERENCES</b>	
1	Witten, I. H., Frank, E., & Hall, M. A. (2016). Data Mining: Practical Machine Learning Tools and Techniques. Burlington, MA: Morgan Kaufmann.
2	Provost, F., & Fawcett, T. (2013). Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. Sebastopol, CA: O'Reilly Media.
3	Albright, S. C., & Winston, W. L. (2022). Business Analytics: Data Analysis & Decision Making (7th ed.). Cengage Learning.
4	Provost, F., & Fawcett, T. (2022). Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking (2nd ed.). O'Reilly Media.
5	Igual, L., & Seguí, S. (2021). Introduction to Data Science: A Python Approach to Concepts, Techniques, and Applications. Springer.

23BAE734	VISUAL ANALYTICS AND STORYTELLING	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO DATA VISUALIZATION</b>				<b>9</b>
Introduction to Data Visualization, Importance of Data visualization, Evolution. Basics of Visual Perception - Data Communication - Components of Data Visualization					
<b>UNIT-II</b>	<b>TOOLS AND TECHNIQUES</b>				<b>9 + 4</b>
Visualization Tools: Introduction to Tools – Tableau – Power BI – Excel Data Preparation: Data Cleaning and Preprocessing – Handling missing data and outliers					
<b>UNIT-III</b>	<b>PRINCIPLES OF EFFECTIVE VISUALIZATION</b>				<b>9 + 4</b>
Design Principles: Principles of Good Design – Choosing The Right Chart Type – Colour Theory and Usage Interactive Visualization: Creating Interactive Dashboards–User Experience Considerations Advanced Visualization Techniques: Geospatial Data Visualization – Advanced Chart Types (Heatmaps, Tree Maps and Network Diagrams)					
<b>UNIT-IV</b>	<b>STORYTELLING WITH DATA</b>				<b>9 + 3</b>
Elements of Storytelling - Narrative Structure – Types of Narratives – Author Driven Narrative – Reader Driver Narrative - Crafting A Data-Driven Story – Using Data To Support Arguments - Story Types – The Final Deliverable – Effective Storytelling – Building Narrative With Data					
<b>UNIT-V</b>	<b>APPLICATION IN BUSINESS</b>				<b>9 + 4</b>
Marketing and Sales Data Visualization: Visualizing Customer Data – Sales performance dashboards Financial Data Visualization: Financial Performance Indicators–Risk and portfolio visualization					

**L:45 T:15 P:0 Total: 60 Periods**

TEXT BOOKS	
1	Knaflic, C. N. (2015). <i>Storytelling with data: A data visualization guide for business professionals</i> . Hoboken, NJ: Wiley.
2	Few, S. (2013). <i>Information dashboard design: Displaying data for at-a-glance monitoring</i> (2nd ed.). Burlingame, CA: Analytics Press.
REFERENCES	
1	Tufte, E. R. (2001). <i>The visual display of quantitative information</i> (2nd ed.). Cheshire, CT: Graphics Press.
2	Kirk, A. (2016). <i>Data visualisation: A handbook for data driven design</i> . Thousand Oaks, CA: Sage Publications.
3	Healy, K. (2018). <i>Data visualization: A practical introduction</i> . Princeton, NJ: Princeton University Press.
4	Cairo, A. (2012). <i>The functional art: An introduction to information graphics and visualization</i> . Berkeley, CA: New Riders.
5	Wexler, S., Shaffer, J., & Cotgreave, A. (2017). <i>The big book of dashboards: Visualizing your data using real-world business scenarios</i> . Hoboken, NJ: Wiley.

23BAE735	SPREADSHEET MODELLING AND ANALYSIS	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO SPREADSHEET</b>				<b>9</b>
Introduction – Importance – Formulae in MS-Excel – Difference Between Worksheet, Workbook and Spreadsheets – Different types of Data in MS Excel – Working across sheets – Formatting Spreadsheets					
<b>UNIT-II</b>	<b>ELEMENTARY MODELLING</b>				<b>9 + 4</b>
Excel IF Statement - Nested IF – Count() and Countif() function – Sumif() and Sumifs() functions – Average Functions - Look Up Functions(VLOOKUP Function – HLOOKUP Function) – INDEX and MATCH Functions Charts & Graphs: Basic chart types – Move and resize charts – Change chart styles and types – Modification in chart elements					
<b>UNIT-III</b>	<b>VBA MACROS PROGRAMMING</b>				<b>9 + 4</b>
Creating and Recording a Macro – Excel VBA MsgBox – VBA Variable Declaration - Subroutines and Functions - IF Else Statement in VBA – Excel VBA Case Statement – VBA for Loop in Excel – Excel DO Loops – VBA Range					
<b>UNIT-IV</b>	<b>ADVANCED DATA ANALYSIS AND FORECASTING TECHNIQUES</b>				<b>9 + 4</b>
Pivot Table: Filter Data using Slicers in Multiple Pivot Table – Visualize Aggregate Data using Pivot Table Time Series Forecasting – Regression - Event Impact Analytics Sensitivity Analysis: Goal Seek - Data Table – Scenario Analysis					
<b>UNIT-V</b>	<b>SIMULATION AND OPTIMIZATION</b>				<b>9 + 3</b>
Monte Carlo Simulation – The Monte Carlo Simulation Formula –Summary Statistics Solver – Linear Programming for Optimization – Intrinsic Value Calculation Models					

**L:45 T:15 P:0 Total: 60 Periods**

TEXT BOOKS	
1	Winston, W. L. (2019). <i>Microsoft Excel 2019 Data Analysis and Business Modeling</i> . Redmond, WA: Microsoft Press.
2	Walkenbach, J. (2015). <i>Excel 2016 Bible</i> . Indianapolis, IN: Wiley.
REFERENCES	
1	Alexander, M. (2015). <i>Excel Macros for Dummies</i> (2nd ed.). Hoboken, NJ: Wiley.
2	Jelen, B., & Syrstad, T. (2018). <i>Excel 2019 VBA and Macros</i> . Indianapolis, IN: Que Publishing.
3	Bullen, S., Bovey, R., & Green, J. (2010). <i>Professional Excel Development: The Definitive Guide to Developing Applications Using Microsoft Excel and VBA</i> (2nd ed.). Boston, MA: Addison-Wesley Professional.
4	Cumming, G. (2012). <i>Understanding The New Statistics: Effect Sizes, Confidence Intervals, and Meta-Analysis</i> . New York, NY: Routledge.
5	Albright, S. C., & Winston, W. L. (2015). <i>Business Analytics: Data Analysis &amp; Decision Making</i> (5th ed.). Stamford, CT: Cengage Learning.

23BAE736	DATA ANALYTICS USING PYTHON	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO PYTHON FOR DATA ANALYTICS</b>				<b>9</b>
Python Basics: Data types, Variables, Operators, Control structures (if statements, loops) Data Structures: Lists, Tuples, Dictionaries, Sets Python Libraries: Overview of NumPy, Pandas, Matplotlib and Seaborn					
<b>UNIT-II</b>	<b>DATA MANIPULATION WITH PANDAS</b>				<b>9 + 3</b>
Series and DataFrames, Importing and Exporting Data. Data Cleaning: Handling missing values, Data Transformation, Filtering and Sorting Data Data Aggregation and Grouping: GroupBy operations, Pivot tables, Summarizing Data Merging and Joining Data: Combining Datasets using Merge and Join Operations					
<b>UNIT-III</b>	<b>DATA VISUALIZATION</b>				<b>9 + 4</b>
Importance of Data Visualization, Principles of Effective Visualization Matplotlib and Seaborn: Creating Line Plots, Bar Charts, Histograms, Scatter Plots Advanced Visualization Techniques: Box Plots, Heatmaps, Pair Pots and Customizations Interactive Visualizations using Plotly					
<b>UNIT-IV</b>	<b>STATISTICAL ANALYSIS WITH PYTHON</b>				<b>9 + 4</b>
Descriptive Statistics: Measures of Central Tendency and Variability, Descriptive Statistics Functions in Pandas Inferential Statistics: Probability Distributions, Hypothesis Testing, Confidence Intervals Correlation and Regression Analysis: Correlation Coefficients, Simple and Multiple Linear Regression. Statistical Tests: T-tests, Chi-square Tests, ANOVA.					
<b>UNIT-V</b>	<b>INTRODUCTION TO MACHINE LEARNING WITH PYTHON</b>				<b>9 + 4</b>
Machine Learning Concepts: Overview Of Supervised And Unsupervised Learning, Training And Testing Datasets Scikit-Learn Library: Introduction To Scikit-Learn, Data Preprocessing, Feature Scaling. Supervised Learning Algorithms: Linear Regression, Logistic Regression, Decision Trees, Random Forests, Support Vector Machines. Unsupervised Learning Algorithms: K-Means Clustering, Hierarchical Clustering, Principal Component Analysis (PCA). Model Evaluation And Validation: Cross-Validation, Evaluation Metrics (Accuracy, Precision, Recall, F1-Score).					

**L:45 T:15 P:0 Total: 60 Periods**

TEXT BOOKS	
1	McKinney, W. (2022). <i>Python for Data Analysis: Data Wrangling with Pandas, NumPy, and Jupyter (3rd ed.)</i> . O'Reilly Media.
2	VanderPlas, J. (2023). <i>Python Data Science Handbook: Essential Tools for Working with Data (2nd ed.)</i> . O'Reilly Media.
REFERENCES	
1	Géron, A. (2022). <i>Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow: Concepts, Tools, and Techniques to Build Intelligent Systems (3rd ed.)</i> . O'Reilly Media.
2	Müller, A. C., & Guido, S. (2020). <i>Introduction to Machine Learning with Python: A Guide for Data Scientists</i> . O'Reilly Media.
3	Grus, J. (2019). <i>Data Science from Scratch: First Principles with Python (2nd ed.)</i> . O'Reilly Media.
4	Raschka, S., & Mirjalili, V. (2019). <i>Python Machine Learning: Machine Learning and Deep Learning with Python, scikit-learn, and TensorFlow 2 (3rd ed.)</i> . Packt Publishing.
5	Bruce, P. C., Bruce, A., & Gedeck, P. (2020). <i>Practical Statistics for Data Scientists: 50+ Essential Concepts Using R and Python (2nd ed.)</i> . O'Reilly Media.

23BAE737	BIG DATA FOR MANAGERS	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO BIG DATA AND BUSINESS ANALYTICS</b>				<b>9</b>
The Big Data Revolution: Defining Big Data, its characteristics (Volume, Velocity, Variety)-Business Analytics and Data Science Fundamentals - Building a Data-Driven Culture: Creating an organizational environment that fosters data-driven decision-making. - Data Governance and Security: Exploring data governance frameworks, data security best practices, and ethical considerations in big data. - Deep Dive into a specific Big Data Technology.					
<b>UNIT-II</b>	<b>LEVERAGING DATA FOR CUSTOMER INSIGHTS</b>				<b>9 + 4</b>
The Customer 360: Exploring different types of customer data and their value for businesses.-Customer Segmentation and Targeting: Using data analysis concepts (e.g., clustering) to understand customer segments and develop targeted marketing strategies. -Customer Lifetime Value and Customer Experience: Leveraging data analytics to understand customer lifetime value (CLV) and optimize customer experience through case studies - Customer Journey Mapping with Data Analytics -Social Media Listening Strategies.					
<b>UNIT-III</b>	<b>DATA-DRIVEN PRODUCT DEVELOPMENT AND OPTIMIZATION</b>				<b>9 + 4</b>
Data-Driven Product Development - Voice of the Customer (VoC) -Social Media Analytics-Understanding the power of customer feedback and social media data in product development - A/B Testing Concepts: Exploring the theoretical framework of A/B testing for product feature optimization with real-world examples.-Data Visualization for Product Insights.					
<b>UNIT-IV</b>	<b>BIG DATA FOR OPERATIONAL EFFICIENCY AND COST REDUCTION</b>				<b>9 + 4</b>
Data-Driven Process Improvement-Predictive Maintenance and Supply Chain Optimization-Real-time Analytics and Business Process Automation - Data Analytics for Risk Management - Big Data and the Internet of Things (IoT).					
<b>UNIT-V</b>	<b>BUILDING A BIG DATA ECOSYSTEM FOR SUCCESS</b>				<b>9 + 3</b>
Big Data Architecture and Technologies - Big Data Talent Management-Data Governance and Data Quality-Big Data Security and Privacy Considerations-The Future of Big Data.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Schmarzo, B. (2015). <i>Big Data MBA: Driving business strategies with data science (1st ed.)</i> . Wiley.
2	Mayer-Schönberger, V., & Cukier, K. (2013). <i>Big data: A revolution that will transform how we live, work, and think (2nd ed.)</i> . Houghton Mifflin Harcourt.
<b>REFERENCES</b>	
1	Provost, F., & Fawcett, T. (2013). <i>Data science for business: Foster innovation, increase customer satisfaction, and drive bottom-line growth</i> . Wiley.
2	Davis, G. (2014). <i>Building a data-driven organization: Operational analytics for smarter, faster decisions (2nd ed.)</i> . Wiley-Blackwell.
3	<i>Implementing Data Science in Business: A Guide to Using Data Analytics to Drive Value (2020)</i> by
4	Marr, B. (2017). <i>Data strategy: How to profit from a world of big data, analytics and the internet of things (2nd ed.)</i> . Kogan Page.
5	Simon, P. (2020). <i>Implementing analytics: A blueprint for design, development, and adoption (2nd ed.)</i> . Pearson.

23BAE741	AI FOR LOGISTICS AND SUPPLY CHAIN	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>AI FOR LOGISTICS</b>				<b>9 + 3</b>
Overview of Machine Learning Techniques, AI for Business, Basics of Big Data and logistics infrastructure, Preview: Intro to A/B testing simulation, AI for New Logistics Model, Data Science for Customized Logistics, Data Science to improve Logistics Operations.					
<b>UNIT-II</b>	<b>DIGITIZATION OF LOGISTICS AND SCM</b>				<b>9 + 3</b>
Big Data Analytics for Reengineering Business Processes, Supply Chain Digitization: Unified view of Demand, Segmentation, Smart S&OP, Smart Execution, Creating your Digital Roadmap, Prioritization Guidelines, Transformation Roadmap, Developing an Effective Solution Architecture.					
<b>UNIT-III</b>	<b>AI STRATEGY IN LOGISTICS PLANNING</b>				<b>9 + 3</b>
AI-Driven Logistics Transformation, Lowering Barriers for AI Use, AI in the Organization Structure, Network Planning and Inventory Optimization, Supplier Selection, Transportation Mode Selection, Supply Contracts and Risk Sharing Strategies, Predictive Analytics, Risks with AI, AI Governance in Logistics.					
<b>UNIT-IV</b>	<b>AI AND SUPPLY CHAIN RESILIENCY</b>				<b>9 + 3</b>
ML in Supply Chains, Recommender Systems, Impact of Recommenders on Logistics, Challenges with Personalization, The Risk Exposure Index , Supply Chain Flexibility, Supply Chain Redundancy, Latest Tools and Techniques, Inventory Management Strategies.					
<b>UNIT-V</b>	<b>ETHICAL ISSUES AND SUSTAINABILITY</b>				<b>9 + 3</b>
Ethical Issues in AI, Sustainable Supply Chain as a Source of Competitive Advantage, Optimizing Efficiency, Responsiveness and Carbon Emission trade-offs, Short-Term and Long-Term Opportunities to Reduce Carbon Emission, Trends in AI driven Logistics.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Kumaresan Perumal, Chiranji Lal Chowdhary, Logan Chella (2022). <i>Innovative Supply Chain Management via Digitalization and Artificial Intelligence</i> . Springer.
2	Hebooks, (2024). <i>AI-Powered Logistics: How Artificial Intelligence Will Revolutionize Transportation, shipping and logistics</i> . MDPI.
<b>REFERENCES</b>	
1	Dinesh K. Sharma, Madhu Jain (2022). <i>Data Analytics and Artificial Intelligence for Inventory and Supply Chain Management</i> . Springer.
2	Kartik Hosanagar, (2019). <i>A Human's Guide to Machine Intelligence</i> , Viking.
3	<u>Robert N. Boute &amp; Maxi Udenio</u> (2022). <i>AI in Logistics and Supply Chain Management</i> . SSRN.
4	Keemin Sohn (2021). <i>AI-Based Transportation Planning and Operation</i> , MDPI.
5	Kumarresan Perumal, Chiranji Lal Chowdhary, Logan Chella (2022). <i>Innovative Supply Chain Management via Digitalization and Artificial Intelligence</i> , Springer.

<b>23BAE742</b>	<b>GLOBAL LOGISTICS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>UNIT-I</b>	<b>ROLE OF LOGISTICS IN GLOBAL BUSINESS</b>				<b>9</b>
Definition and drivers of Global Logistics- Changing Environment of Global Logistics - Trends in Global Logistics - Effect and Benefit of Global Logistics – Role and Advantage of WTO, Trade Barriers and Tariffs, Role of Logistics in International Business – Challenges in Global Logistics Management.					
<b>UNIT-II</b>	<b>EXIM POLICY FRAMEWORK AND PROCEDURES</b>				<b>9 + 4</b>
Institutional Framework for Foreign trade in India - Objectives of EXIM Policy - Negotiation and Finalization of Export Contract - Export Documentation Procedures - Export Houses / Trading Houses - Import Documentation and Customs clearance procedures - Types of Imports - Role of Logistics in Export and Import.					
<b>UNIT-III</b>	<b>ROLE OF SHIPPING IN GLOBAL LOGISTICS</b>				<b>9 + 4</b>
Introduction to Liner Shipping Industry- Alternate Uses of Containers - Carriage of Shipper Own Containers - Multimodal Transport Options For Containers - Role of Shipping in International Trade - Types of Ships and Cargoes Carried by them - Role of Ports in International Trade and Transport - International Organizations Serving the Shipping Industry (IMO, BIMCO, ICS, IACS, IAPH).					
<b>UNIT-IV</b>	<b>AIRPORTS AND AIR CARGO MANAGEMENT</b>				<b>9 + 4</b>
Role of Air ports in Global Supply Chains - Ground Handling Agencies - Aircraft - Advantage of Air shipment - Economics of Air Shipment - Sensitive Cargo by Air shipment - Do's and Don'ts in Air Cargo Business - Freight of Air Cargo - Volume based Calculation of Freight - Weight based Calculation of Freight, Airway Bills, Mission of IATA.					
<b>UNIT-V</b>	<b>ROLE OF TECHNOLOGY IN GLOBAL LOGISTICS</b>				<b>9 + 3</b>
Importance and role of information and information technology in Logistics. Information Technology applications in Logistics. Supply Chain ERP platforms. Service Oriented Architecture (SOA). RFID Applications. Current trends in Global Logistics.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Justin Pauland Rajiv Aserkar. (2013). <i>Export Import Management</i> (Second Edition). Oxford University Press.
2	Coyle et. al. (2011). <i>Management of Transportation</i> (7th Edition). Cengage Learning.
<b>REFERENCES</b>	
1	Maria G. Burns (2014). <i>Port Management and Operations</i> . CRC Press.
2	Pierre David (2011). <i>International Logistics</i> , Biztantra.
3	Director General of Foreign Trade (2015). <i>Foreign Trade Policy and Handbook of Procedures</i> .
4	<u>Agustina Calatayud, Chandra Lalwani, John Mangan (2020)</u> . <i>Global Logistics and Supply Chain Management</i> (4th Edition). Wiley Publication.
5	<u>John Mangan, Chandra L. Lalwani</u> (2016). <i>Global Logistics and Supply Chain Management</i> , Wiley Publishers.

23BAE743	LOGISTICS AND SUPPLY CHAIN MANAGEMENT			L	T	P	C
				3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO LOGISTICS MANAGEMENT</b>						<b>9</b>
Definition of Logistics, Scope of Logistics, Purpose of Logistics Management, Importance of Logistics Management, Types of Logistics, Components of Logistics Management, Role of Logistics in an Economy							
<b>UNIT-II</b>	<b>SUPPLY CHAIN MANAGEMENT (SCM)</b>						<b>9 + 3</b>
Supply Chain Management: Definitions, Objectives and Significance, Service and Manufacturing Supply Chain Dynamics - Evolution of Supply Chain Management - Service Supply Chains -Manufacturing Supply Chains - Measures of Supply Chain Performance – Managing the Demand and Supply, Bullwhip effect.							
<b>UNIT-III</b>	<b>INTEGRATION OF LOGISTICS AND SCM</b>						<b>9 + 4</b>
Integrated Supply Chains Design, Role of Logistics in SCM, Difference Between Logistics and Supply Chain Management, Integrated Supply Chains Design - Customer Relationship Process - Order Fulfilment Process - Supplier Relationship Process - Supply Chain Strategies - Strategic Focus -Amazon Inventory Management- Mass Customization - Lean Supply Chains - Outsourcing and Offshoring - Virtual Supply Chains.							
<b>UNIT-IV</b>	<b>SALES AND OPERATIONS PLANNING</b>						<b>9 + 4</b>
Introduction to Sales and Operations Planning - Purpose of Sales and Operations Plans - Decision Context - Sales and Operations Planning as a Process - Overview of Decision Support Tools, Enterprise Resource Planning - Planning and Control Systems for Manufacturers							
<b>UNIT-V</b>	<b>SCM PERFORMANCE DRIVERS AND FORECASTING</b>						<b>9 + 4</b>
Drivers of Supply Chain Performance - Logistics Drivers (Location, Inventory and Transportation) - Cross Functional Drivers (Pricing, Information and Sourcing), Green Supply Chain Management, Forecasting - Framework for a Forecast System - Choosing the Right Forecasting Technique.							

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Ravi Shankar. (2022). <i>Designing &amp; Managing the Supply Chain</i> . McGraw Hill.
2	Shobha Devi S.P., Bilal Ahmad Dar, Sharmila Fernandes, Mohan Kumar, P. (2022). <i>Logistics and Supply Chain Management</i> . The Write Order Publications.
<b>REFERENCES</b>	
1	Shaile Bootwala (2017). <i>Supply Chain And Logistics Management</i> , Nirali Prakashan.
2	Ashley McDonough, Dr. Bianca Szasz. (2024). <i>Disrupt the Market with the Ultimate Combo- Operations and Supply Chain Management Essentials and Data Analytics Essentials</i> . Vibrant Publishers.
3	Kuldeepak Singh (2021). <i>A Handbook On Supply Chain Management</i> . Notion Press.
4	Ashley McDonough (2020). <i>Operations and Supply Chain Management Essentials You Always Wanted To Know (Self-Learning Management Series)</i> . Vibrant Publishers.
5	Joseph W. Graham (2000). <i>Logistics &amp; Supply Chain Management: In Multi-Domain Operations</i> . Independently Published.

23BAE744	QUALITY AND RISK MANAGEMENT IN LOGISTICS	L	T	P	C	
		3	1	0	4	
UNIT-I	QUALITY CONCEPTS					9
Introduction to Quality, Quality Vs Quantity, Importance of Quality in Logistics, ISO, Introduction to Six Sigma, Cost of Doing Nothing, Quality Function Deployment in Logistics.						
UNIT-II	TOTAL QUALITY MANAGEMENT IN LOGISTICS					9 + 4
Introduction to Total Quality Management (TQM), Cost of Poor Quality (COPQ), Design for Six Sigma (DFSS), Failure Mode Effect Analysis (FMEA), Six Sigma and Leadership, Six Sigma Capability, Stakeholder Management.						
UNIT-III	LEAN METHODOLOGY					9 + 4
Lean Principles - Continuous Improvement: 5S Concept, Kaizen, Value Creation, Customer Focus, Focus on Waste, Cost of Overproduction, Inventory in Progress (IIP), MUDA.						
UNIT-IV	RISK MANAGEMENT IN LOGISTICS					9 + 4
Risk in Logistics, Types of Risks in Logistics, Objectives of Risk Management, Sources of Risk, Risk Identification, Risk Measurement, Risk Aversion and Management Techniques: Risk Avoidance, Loss of control, General Insurance.						
UNIT-V	RECENT SUPPLY CHAIN TRENDS IN QUALITY MANAGEMENT					9 + 3
Green Supply Chains, Inclusive Development of Partners in Supply Chains, Risk Management and Resilience, Circular Supply Chains, Integrated Supply Chains, Ethics and Legal Issues - Quality Enhancement with Lean Concepts.						

L:45	T:15	P:0	Total: 60 Periods
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<b>TEXT BOOKS</b>	
1	Paul Myerson (2023). <i>Lean Supply Chain and Logistics Management</i> . McGraw Hill.
2	Marieta Stefanova (2022). <i>Integrating Quality and Risk Management in Logistics</i> . IntechOpen.
<b>REFERENCES</b>	
1	Mohammad Heydari, Kin Keung Lai, Zhou Xiaohu (2020). <i>Risk Management in Supply Chains</i> . Routledge.
2	Andreas Holtschulte. (2023). <i>Digital Supply Chain and Logistics with IoT: Practical Guide, Methods, Tools and Use Cases for Industry</i> , Springer.
3	Yossi Sheffi (2020). <i>The New (Ab)Normal : Reshaping Business and Supply Chain Strategy beyond Covid-19</i> , Amazon Digital Services LLC - Kdp.
4	Gary. S. Lynch, (2017). <i>Uncertainty Advantage: Leadership Lessons for Turning Risk Outside-In</i> . Archway.
5	Daniel Stanton, (2021). <i>Supply chain management for Dummies. Learning Made Easy</i> (2nd edition). For Dummies.

23BAE745	SUPPLY CHAIN ANALYTICS	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>DESCRIPTIVE ANALYTICS IN SUPPLY CHAIN MANAGEMENT</b>				<b>9</b>
An Overview of Supply Chain Analysis. Types of Supply Chains, Importance of Advanced Planning, Data Driven Decision Making, Descriptive Analytics in SCM.					
<b>UNIT-II</b>	<b>DIAGNOSTIC ANALYTICS IN SUPPLY CHAIN MANAGEMENT</b>				<b>9 + 4</b>
Key Issues in Supply Chain Analytics, Concepts of Advanced Planning Systems, Structure of Advanced Planning Systems, Diagnostic Analytics in SCM.					
<b>UNIT-III</b>	<b>PREDICTIVE ANALYTICS IN SUPPLY CHAIN MANAGEMENT</b>				<b>9 + 4</b>
Master Planning. Demand Fulfilment and ATP. Production Planning and Scheduling, Distribution and Transport Planning. Coordination and Integration. Collaborative Planning., Predictive Analytics in SCM - Benefits of Connected Predictive Analytics and Supply Chains, Data and Forecasting, Challenges and Consideration and Future Trends.					
<b>UNIT-IV</b>	<b>PRESCRIPTIVE ANALYTICS IN SUPPLY CHAIN MANAGEMENT</b>				<b>9 + 4</b>
Network Planning in a Supply Chain. Importance of Network Planning. Concept of 3PL/4PL in a Supply Chain. Strategic Network Planning, Network Visualisation, Supplier Selection - Importance, Supplier Selection Criteria, Prescriptive Analytics in SCM.					
<b>UNIT-V</b>	<b>COGNITIVE ANALYTICS IN SUPPLY CHAIN MANAGEMENT</b>				<b>9 + 3</b>
The Definition of a Supply Chain Project. The Implementation Process, Recent Trends in Supply Chain Analytics, Cognitive Analytics in SCM.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Peter W. Robertson (2020). <i>Supply Chain Analytics: Using Data to Optimise Supply Chain Processes</i> . Routledge.
2	Vijayaraghavan T. A. S. (2011). <i>Supply Chain Analytics</i> . Wiley.
<b>REFERENCES</b>	
1	Márquez Adolfo Crespo (2010). <i>Dynamic Modelling for Supply Chain Management: Dealing with Front-end, Back-end and Integration Issues</i> . Springer.
2	D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar (2008). <i>Designing and Managing The Supply Chain concepts, Strategies and Case studies</i> (Third Edition). Tata McGraw Hill, New Delhi.
3	Stadler Hartmut and Kilger Christoph (2005). <i>Supply Chain Management and Advanced Planning: Concepts, Models, Software and Case Studies</i> (Third Edition). Springer, ISBN-3540-22065-8
4	Shoshanah Cohen, Joseph Roussel (2013). <i>Strategic Supply Chain Management: The Five Disciplines for Top Performance</i> (2nd Edition). McGrawHill.
5	Richard E. Crandall, William R. Crandall, Charlie C. Chen (2015). <i>Principles of Supply Chain Management</i> (2nd Edition). CRC Press.

23BAE746	SUPPLY CHAIN INFORMATION MANAGEMENT	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>ELECTRONIC SCM, COMMUNICATION NETWORKS</b>				<b>9</b>
Introduction e-SCM – e-SCM Framework - Key Success Factors for e-SCM - Benefits of e-SCM- Positioning Information in Logistics - Strategic Information Linkage - Supply Chain Communication Networks - Role of Communication Networks in Supply Chains - Overview of Telecommunication Networks – EDI - Data Security in Supply Chain Networks - Overview of Internet Able Models.					
<b>UNIT-II</b>	<b>ENTERPRISE INFORMATION SYSTEMS</b>				<b>9 + 4</b>
Overview Of Enterprise Information Systems - Information Functionality and Principles - Introduction Enterprise Information Systems - Classification of Enterprise Information Systems- Information Architecture - Framework for Managing Supply Chain Information - Enterprise Application Packages - Benefits of Enterprise Information Systems.					
<b>Unit-Iii</b>	<b>Systems Development</b>				<b>9 + 4</b>
Stakeholders in Supply Chain Information Systems - Stakeholders in Scm - Stakeholders in Supply Chain Information Systems - Information Systems Development - Logistics Information Systems Design - Enterprise Architecture - Choosing Appropriate System Development Methodologies - Adopting Relevant Systems Development Model.					
<b>Unit-Iv</b>	<b>Deployment And Management</b>				<b>9 + 4</b>
Information Systems Deployment - IT Operations and Infrastructure Management - Portfolio, Programme and Project Management-Tools and Techniques - Management of Risk - Management of Value.					
<b>Unit-V</b>	<b>Information Integration</b>				<b>9 + 3</b>
Enterprise Application Integration and Supply Chain Visibility - Enterprise Application Integration - Supply Chain Visibility - Supply Chain Event Management -Supply Chain Performance -Planning and Design Methodology - Problem Definition and Planning - Data Collection and Analysis - Recommendations and Implementation - Decision Support Systems.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	David L Olson. (2016). <i>Supply Chain Information Technology</i> . Business Expert Press, ISBN 9781631570551, E ISBN 9781631570568.
2	George Leal Jamil, António Lucas Soares, Cláudio Roberto Magalhães Pessoa (2016). <i>Handbook of Research on Information Management for Effective Logistics and Supply Chains</i> . IGI Global.
<b>REFERENCES</b>	
1	Suman Sarkar. (2023). <i>The Supply Chain Revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World</i> . Procurious.
2	Irma (2010). <i>Enterprise Information Systems: Concepts, Methodologies, Tools and Applications</i> . Information Science Reference.
3	Janat Shaw. (2016). <i>Supply Chain Management: Text and Cases (2/e)</i> . Pearson India.
4	K.Sharma, Madhu Jain. (2020). <i>Analytics and Artificial Intelligence for Inventory and Supply Chain Management</i> . Springer Publications.
5	Albert Y. Ha, Christopher S. Tang. (2017). <i>Handbook of Information Exchange in Supply Chain Management</i> . Springer.

<b>23BA747</b>	<b>WAREHOUSING AND DISTRIBUTION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>UNIT-I</b>	<b>INTRODUCTION TO WAREHOUSING</b>				<b>9</b>
Introduction Warehousing – Basic Warehousing Decisions – Warehouse Operations – Types of Warehouses – Functions – Centralized & Decentralized – Warehousing Cost Analysis – Warehouse Layout – Characteristics of Ideal Warehouse.					
<b>UNIT-II</b>	<b>INVENTORY MANAGEMENT</b>				<b>9 + 4</b>
Inventory: Basic Concepts – Role in Supply Chain – Role in Competitive Strategy – Independent Demand Systems – Dependent Demand Systems – Functions – Types - Cost – Need for Inventory – Just In Time (JIT).					
<b>UNIT-III</b>	<b>INVENTORY CONTROL</b>				<b>9 + 4</b>
Inventory Control – ABC Inventory Control – Multi-Echelon Inventory Systems – Distribution Requirement Planning – Using WMS for Managing Warehousing Operations.					
<b>UNIT-IV</b>	<b>MATERIALS MANAGEMENT</b>				<b>9 + 4</b>
Principles and Performance Measures Of Material Handling Systems – Fundamentals of Material Handling – Various Types of Material Handling Equipment – Types of Conveyors – Refrigerated Warehouses - Cold Chain- Agricultural SCM.					
<b>UNIT-V</b>	<b>RECENT TRENDS IN WAREHOUSING MANAGEMENT</b>				<b>9 + 3</b>
Modern Warehousing – Automated Retrieval Systems and their Operations – Bar Coding and QR Coding Technology & Applications in Logistics Industry – RFID Technology & Applications – Advantages of RFID, Latest advancements in Code Scanning Technology.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Villivalam Rangachari Rangarajan. (2022). <i>Basics of Warehouse and Inventory Management</i> . Notion Press.
2	Philip Price, N. Harrison. (2021). <i>Warehouse Management and Inventory Control</i> . Access Education Press.
<b>REFERENCES</b>	
1	Gwynne Richards (2021). <i>Warehouse Management: The Definitive Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse</i> . Kogan Page Ltd.
2	Gabriel Afemei (2024). <i>Logistic Core Operations With Inventory Management, Warehousing, Transportation, and Compliance</i> . Arcler Education Inc.
3	J P Saxena (2019). <i>Warehouse Management and Inventory Control</i> . Vikas Publishing.
4	Muller and Max (2011). <i>Essentials of Inventory Management, AMACOM</i> (Third Edition). ISBN:9780814416556, 0814416551
5	N.J. Harrison, Philip M. (2015). <i>Warehouse Management and Inventory Control Broadway Books</i> (Second Edition). Access Education.

23BAE751	SERVICES OPERATIONS MANAGEMENT	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION</b>				<b>9</b>
Services – Importance, Role in Economy, Service Sector – Nature, Growth. Nature of Services - Distinctive Characteristics, Service Package, Service Classification, Service - Dominant Logic, Open Systems View. Service Strategy – Strategic Service Vision, Competitive Environment, Generic Strategies, Winning Customers; Role of Information Technology; Stages in Service Firm Competitiveness.					
<b>UNIT-II</b>	<b>SERVICE DESIGN</b>				<b>9 + 3</b>
New Service Development – Design Elements – Service Blue Printing – Process Structure – Generic Approaches. Service Encounter – Triad, Creating Service Orientation, Service Profit Chain; Front - Office Back-Office Interface – Service Decoupling. Technology in Services – Self-Service, Automation, Ecommerce, E-Business, Technology Innovations.					
<b>UNIT-III</b>	<b>SERVICE QUALITY</b>				<b>9 + 4</b>
Service Quality – Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality Service by Design , Service Recovery, Service Guarantees. Process Improvement – Productivity Improvement – DEA, Quality Tools, Benchmarking, Quality Improvement Programs.					
<b>UNIT-IV</b>	<b>SERVICE FACILITY</b>				<b>9 + 4</b>
Supporting Facility – Service Scapes, Facility Design – Nature, Objectives, Process Analysis, Service Facility L ayout. Service Facility Location – Considerations, Facility Location Techniques – Metropolitan Metric, Euclidean, Centre of Gravity, Retail Outlet Location, Location Set Covering Problem. Vehicle Routing and Scheduling.					
<b>UNIT-V</b>	<b>MANAGING CAPACITY AND DEMAND</b>				<b>9 + 4</b>
Managing Demand – Strategies; Managing Capacity – Basic Strategies, Supply Management Tactics, Operations Planning and Control; Yield Management; Inventory Management in Services – Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing Systems, Psychology of Waiting; Managing for Growth – Expansion Strategies, Franchising , Globalization.					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	Robert Johnston, Graham Clark, and Michael Shulver (2020), <i>Service Operations Management: Improving Service Delivery</i> , 5th Edition Pearson.
2	Richard Metters, Kathryn King-Metters, Madeleine Pullman, and Steve Walton (2021), <i>Successful Service Operations Management</i> , 2nd Edition, Cengage Learning.
REFERENCES	
1	James A. Fitzsimmons, Mona J. Fitzsimmons, and Sanjeev K. Bordoloi(2020), <i>Service Management: Operations, Strategy, Information Technology</i> , 9th Edition, McGraw-Hill Education.
2	Jay Heizer, Barry Render, and Chuck Munson (2020), <i>Operations Management: Sustainability and Supply Chain Management</i> , 13th Edition, Pearson.
3	<u>David W. Parker</u> (2018), <i>Service Operations Management</i> , Second Edition
4	<u>Heiko Filthuth</u> (2020), <i>Service Quality and Sustaining Customer Relationships</i> , GRIN Verlag
5	Cengiz Haksever, Barry Render (2020), <i>Service and Operations Management</i> , World Scientific

23BAE752	PROJECT MANAGEMENT	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO PROJECT MANAGEMENT</b>				<b>9</b>
Definition and Scope of Project Management - History and Evolution of Project Management - Project LifeCycle Phases-Roles and Responsibilities of a Project Manager - Project Management Knowledge Areas - Project Management Process Groups - Stakeholder Identification and Management - Project Selection and Initiation-Project Charter and Scope Statement					
<b>UNIT-II</b>	<b>PROJECT PLANNING</b>				<b>9 + 4</b>
Developing a Project Management Plan - Defining Project Scope and Objectives - Work Breakdown Structure (WBS) - Project Scheduling Techniques - Gantt Charts and Network Diagrams-Critical Path Method (CPM) - Program Evaluation and Review Technique (PERT) - Resource Planning and Allocation - Cost Estimation and Budgeting					
<b>UNIT-III</b>	<b>PROJECT EXECUTION</b>				<b>9 + 4</b>
Executing the Project Plan - Resource Management and Team Building - Communication Management - Quality Management and Control-Procurement Management-Risk Management: Identification and Mitigation - Monitoring and Controlling Project Work - Project Performance Measurement - Change Control and Configuration Management					
<b>UNIT-IV</b>	<b>PROJECT MONITORING AND CONTROL</b>				<b>9 + 4</b>
Project Monitoring Techniques - Earned Value Management (EVM) - Key Performance Indicators (KPIs) - Project Control Processes - Identifying and Managing Project Risks - Quality Control Tools and Techniques - Project Reporting and Documentation - Problem-Solving and Decision-Making - Project Changes and Scope Creep					
<b>UNIT-V</b>	<b>PROJECT CLOSURE AND EVALUATION</b>				<b>9 + 4</b>
Project Closeout Processes - Deliverable Acceptance and Handover - Final Project Reporting - Post-Project Evaluation and Review - Lessons Learned and Best Practices - Project Success Criteria and Metrics - Knowledge Management in Projects - Sustainability and Ethical Considerations in Project Management - Future Trends in Project Management					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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TEXT BOOKS	
1	Prabhu TL (2020). <i>Project Management: Fundamental Principles of Project Management</i> . Australia: Nestfame Creations Pvt Ltd.
2	Meredith, J. R., Shafer, S. M., Mantel, S. J. (2017). <i>Project Management: A Strategic Managerial Approach</i> . India: Wiley.
REFERENCES	
1	Institute, P. M. (2021). <i>A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management (ENGLISH)</i> . United States: Project Management Institute.
2	Nieto-Rodriguez, A. (n.d.). <i>Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects</i> . United States: Harvard Business Review Press.
3	<u>Stanley E. Portny</u> (2020), <i>Project Management All-in-One For Dummies</i> , Wiley Publications
4	Heagney, J. (2022). <i>Fundamentals of Project Management</i> , Sixth Edition. United States: HarperCollins Leadership.
5	Barrett, D. C. (2021). <i>Understanding Project Management: A Practical Guide</i> . Canada: Canadian Scholars.

23BAE753	WORLD CLASS OPERATIONS	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO WORLD CLASS OPERATIONS</b>				<b>9</b>
Definition and Characteristics of World Class Operations - Historical Evolution of World Class Manufacturing - Key Principles of World Class Operations - Strategic Importance of World Class Operations - Global Competitiveness and World Class Operations - Benchmarking Against World Class Standards - Role of Leadership in Achieving World Class Operations - Case Studies on World Class Organizations - Future Trends in World Class Operations					
<b>UNIT-II</b>	<b>LEAN MANUFACTURING AND CONTINUOUS IMPROVEMENT</b>				<b>9 + 4</b>
Principles of Lean Manufacturing - The Toyota Production System (TPS) - Value Stream Mapping - Just-In-Time (JIT) Production - Total Quality Management (TQM) - Six Sigma Methodologies - Kaizen and Continuous Improvement - Lean Tools and Techniques (e.g., 5S, Kanban) - Case Studies on Lean Transformation					
<b>UNIT-III</b>	<b>TECHNOLOGY AND INNOVATION IN WORLD CLASS OPERATIONS</b>				<b>9 + 4</b>
Role of Technology in World Class Operations - Automation and Robotics - Industry 4.0 and Smart Manufacturing - Internet of Things (IoT) in Operations - Big Data and Analytics in Operations - Artificial Intelligence and Machine Learning - Advanced Planning and Scheduling Systems - Digital Twin Technology - Case Studies on Technological Innovations					
<b>UNIT-IV</b>	<b>SUPPLY CHAIN EXCELLENCE</b>				<b>9 + 4</b>
Integrated Supply Chain Management - Supply Chain Visibility and Transparency - Strategic Sourcing and Supplier Management - Logistics and Distribution Strategies - Risk Management in the Supply Chain - Sustainable Supply Chain Practices - Collaborative Supply Chain Relationships - Global Supply Chain Management - Case Studies on Supply Chain Excellence					
<b>UNIT-V</b>	<b>WORKFORCE MANAGEMENT AND ORGANIZATIONAL CULTURE</b>				<b>9 + 3</b>
Building a High-Performance Workforce- Employee Engagement and Motivation - Training and Development for World Class Operations - Leadership Development and Succession Planning - Creating a Culture of Excellence - Change Management and Organizational Transformation - Diversity and Inclusion in the Workforce-Health, Safety, and Wellbeing in the Workplace - Case Studies on Workforce Management and Culture					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Steve Brown, John Bessant, Fu Jia (2018), <i>Strategic Operations Management</i> , Routledge, London, 4th edition
2	Chase, R. B. F., & Aquilano, N. J. (2021). <i>Operations management for competitive advantage</i> . Pearson.
<b>REFERENCES</b>	
1	Dr. Manasa Nagabhushanam, Dr. V. Padmaja, Dr. P. Bhanumathi (2021), <i>Workforce Management Trends</i> , Clever Fox Publishing
2	Carlo Baroncelli, Noela Ballerion, <i>World Class Operations Management</i> , Springer International Publishing
3	Peter W. Robertson (2021), <i>Supply Chain Processes</i> , Taylor & Francis
4	Cristin Maxfield (2019), <i>Organizational Culture and Leadership</i> , Clanrye International
5	Nidhi Sindhvani, Rohit Anand, A. Shaji George, and Digvijay Pandey (2024), <i>Robotics and Automation Industry 4.0</i> , CRC Press

23BAE754	PRODUCTION PLANNING AND CONTROL	L	T	P	C
		3	1	0	4
UNIT-I	INTRODUCTION TO PRODUCTION PLANNING AND CONTROL (PPC)				9
Overview of Production Planning and Control-Objectives and Importance of PPC-PPC in Manufacturing and Service Industries-Components of PPC-Types of Production Systems-Role of PPC in Operations Management-Key Performance Indicators (KPIs) in PPC-Case Studies on PPC Implementation-Future Trends in PPC					
UNIT-II	PRODUCTION PLANNING				9 + 4
Forecasting Techniques-Capacity Planning-Aggregate Planning-Master Production Scheduling (MPS)-Material Requirements Planning (MRP)-Enterprise Resource Planning (ERP) in Production Planning-Inventory Management Techniques-Just-In-Time (JIT) and Lean Production-Case Studies on Production Planning Strategies					
UNIT-III	PRODUCTION CONTROL				9 + 4
Shop Floor Control-Scheduling Techniques-Dispatching and Sequencing-Production Activity Control (PAC)-Work-in-Progress (WIP) Management-Quality Control in Production-Maintenance Management-Bottleneck Management and Theory of Constraints (TOC)-Case Studies on Production Control Systems					
UNIT-IV	TOOLS AND TECHNIQUES FOR PPC				9 + 4
Gantt Charts and Bar Charts-Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT)-Linear Programming and Optimization-Simulation Techniques-Total Quality Management (TQM)-Six Sigma Methodologies-Statistical Process Control (SPC)-Kaizen and Continuous Improvement-Case Studies on PPC Tools and Techniques					
UNIT-V	RECENT TRENDS IN PPC				9 + 3
Flexible Manufacturing Systems (FMS)-Computer-Integrated Manufacturing (CIM)-Advanced Planning and Scheduling (APS)-Industry 4.0 and Smart Manufacturing-Supply Chain Integration and PPC-Environmental and Sustainable Production Planning-Global Production Planning Strategies-Project Management in Production Planning-Future Directions and Innovations in PPC					

L:45	T:15	P:0	Total: 60 Periods
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TEXT BOOKS	
1	Hubert Missbauer, Reha Uzsoy (2020), <i>Production Planning with Capacitated Resources and Congestion</i> , Springer New York
2	Dr Kiran (2019), <i>Production Planning and Control: A Comprehensive Approach</i> , Elsevier Science
REFERENCES	
1	Hubert Missbauer, Reha Uzsoy (2020), <i>Production Planning with Capacitated Resources and Congestion</i> , Springer New York
2	Robert H Bock (2023), <i>Production Planning and Control</i> , Creative Media Partners, LLC
3	Max Editorial (2023), <i>The PPC Marketing Guide</i> , Bibliomundi
4	Missbauer, H., Uzsoy, R. (2020). <i>Production Planning with Capacitated Resources and Congestion</i> . Germany: Springer New York.
5	Bock, R. H. (2023). <i>Production Planning and Control</i> . (n.p.): Creative Media Partners, LLC.

23BAE755	PRODUCT DESIGN	L	T	P	C
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO PRODUCT DESIGN</b>				<b>9</b>
Definition and Importance of Product Design - Historical Evolution of Product Design - Design Thinking-Stages of Product Development - Types of Product Design - Role of Operations in Product Design - Market Research and User Needs - Product Lifecycle - Sustainability in Product Design - Legal and Ethical Considerations - Case Studies					
<b>UNIT-II</b>	<b>DESIGN PROCESS AND METHODOLOGIES</b>				<b>9 + 4</b>
Ideation and Concept Generation - Prototyping and Modeling - Design for Manufacturability (DFM)-Design for Assembly (DFA) - Human-Centered Design - Computer-Aided Design (CAD) - Rapid Prototyping Technologies - Testing and Validation-Design Optimization - Concurrent Engineering-Case Studies					
<b>UNIT-III</b>	<b>INTEGRATION WITH OPERATIONS</b>				<b>9 + 4</b>
Operations Strategy and Product Design-Quality Function Deployment (QFD)-Value Engineering-Supply Chain Considerations in Design-Lean Product Development-Design for Six Sigma (DFSS)-Project Management in Product Design-Cost Management in Product Design-Risk Management in Design-Product Data Management (PDM)-Case Studies					
<b>UNIT-IV</b>	<b>DESIGN ATTRIBUTES</b>				<b>9 + 4</b>
Innovation and Creativity in Design - Modular Design - Customization and Personalization - Emerging Technologies in Product Design - Ergonomics and Aesthetics - Design for Reliability and Maintainability - Design for Sustainability - Intellectual Property Management - Global Product Design - Ethics and Social Responsibility in Design - Product Design and Brand Management					
<b>UNIT-V</b>	<b>MANAGING PRODUCT DESIGN</b>				<b>9 + 3</b>
Industry Trends and Future of Product Design - Design Audits and Reviews - Product Design Case Study Analysis - Design Simulation Tools - Collaborative Design Platforms - Design Outsourcing - Product Launch and Post-Launch Analysis - Customer Feedback and Iterative Design - Cross-Functional Teams in Product Design - Change Management in Product Design					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Dale H.Besterfield, CarolBesterfield-Michna, Glen H. Besterfield, Mary Besterfield -Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe (2018), <i>Total Quality Management (TQM)</i> , Pearson Education.
2	Fausto Pedro García Márquez, Isaac Segovia, Péter Tamás, Tamás Bányai (2020), <i>Lean Manufacturing and Six Sigma</i> , IntechOpen
<b>REFERENCES</b>	
1	Mike Baxter (2018), <i>Product Design</i> , CRC Press
2	Christian Ndubisi Madu (2019), <i>The House of Quality in a Minute</i> , Information Age Publishing
3	Catalin Alexandru, Codruta Jaliu, Mihai Comsit (2020), <i>Product Design</i> , IntechOpen
4	Irina Heim (2023), <i>Intellectual Property Management</i> , Springer International Publishing
5	Paul Bere, Razvan Udrioiu (2018), <i>Product Lifecycle Management</i> , IntechOpen

23BAE756	<b>NEW PRODUCT DEVELOPMENT AND INNOVATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	1	0	4
<b>UNIT-I</b>	<b>INTRODUCTION TO NEW PRODUCT DEVELOPMENT (NPD)</b>				<b>9</b>
Overview of NPD - Types of New Products - Stages of NPD - NPD Models - Market Research and Opportunity Identification - Idea Generation Techniques - Idea Screening and Evaluation - Concept Development - Case Studies on Successful NPD					
<b>UNIT-II</b>	<b>DETAILED STAGES OF NEW PRODUCT DEVELOPMENT</b>				<b>9 + 4</b>
Concept Testing-Business Analysis - Product Design and Development - Testing and Validation-Market Testing - Product Launch Strategies - Post-Launch Review - Legal and Regulatory Considerations - Lifecycle Management.					
<b>UNIT-III</b>	<b>MANAGING INNOVATION</b>				<b>9 + 4</b>
Definition and Importance of Innovation - Innovation Strategy - Building an Innovative Culture - Innovation Processes - Open Innovation and Collaboration - Technology and Innovation - Funding and Resource Allocation - Measuring Innovation - Case Studies on Innovation Management					
<b>UNIT-IV</b>	<b>TOOLS AND TECHNIQUES FOR INNOVATION AND NPD</b>				<b>9 + 4</b>
Creativity Tools - Idea Management Systems - Prototyping Tools - Project Management for NPD - Market Research Tools - Financial Analysis Tools - Simulation and Modeling - Quality Management in NPD - Risk Management					
<b>UNIT-V</b>	<b>EMERGING TRENDS AND FUTURE DIRECTIONS IN NPD AND INNOVATION</b>				<b>9 + 3</b>
Sustainability in NPD - Digital Transformation - Artificial Intelligence and NPD - Internet of Things (IoT) - Blockchain Technology - Customer-Centric Innovation - Globalization and NPD - Ethical Considerations in Innovation - Future of NPD and Innovation					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Mukesh Chaturvedi, Assem Kumar (2019), <i>Managing Innovations and New Product Development</i> , PHI
2	Trott, P. (2021). <i>Innovation Management and New Product Development</i> . United Kingdom: Pearson.
<b>REFERENCES</b>	
1	Peter N Golder, Debanjan Mitra (2018), <i>Handbook of Research on New Product Development</i> , Edward Elgar Publishing
2	Charles H. Noble, Ludwig Bstieler (2023), <i>The PDMA Handbook of Innovation and New Product Development</i> , Wiley Publication
3	Joe Tidd, Joseph Tidd, John R. Bessant (2020), <i>Managing Innovation</i> , Wiley Publication
4	Sebastian Gurtner, Jelena Spanjol, Abbie Griffin (2018), <i>Leveraging Constraints for Innovation</i> , Wiley Publications
5	Alexander Brem (2021), <i>Emerging Issues And Trends In Innovation And Technology Management</i> , World Scientific Publishing Company

<b>23BAE757</b>	<b>BUSINESS PROCESS REENGINEERING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>UNIT-I</b>	<b>BUSINESS PROCESS ANALYSIS AND DESIGN</b>				<b>9</b>
Introduction to Business Process Re-engineering (BPR)-Mapping and Modeling Business Processes-Identifying Process Inefficiencies-Gap Analysis-Process Redesign Strategies-Stakeholder Analysis-Change Management in BPR-Cost-Benefit Analysis-Case Studies in BPR					
<b>UNIT-II</b>	<b>TECHNOLOGY SUPPORT FOR BUSINESS PROCESSES: WORKFLOWS &amp; BPMS</b>				<b>9 + 4</b>
Introduction to Business Process Management Systems (BPMS)-Workflow Automation-Process Modeling Tools-Integrating BPMS with ERP Systems-Role of AI and Machine Learning in BPMS-Cloud-Based BPMS-Monitoring and Controlling Processes Using BPMS - Data-Driven Process Improvement-Emerging Technologies in BPMS					
<b>UNIT-III</b>	<b>MANAGING PROCESSES; METRICS AND DASHBOARDS</b>				<b>9 + 4</b>
Key Performance Indicators (KPIs) for Business Processes-Designing Effective Dashboards-Process Performance Measurement-Real-Time Process Monitoring-Root Cause Analysis-Continuous Process Improvement-Process Simulation and Analysis-Balanced Scorecard for Process Management-Case Studies on Process Metrics and Dashboards					
<b>UNIT-IV</b>	<b>PROCESS INNOVATION</b>				<b>9 + 4</b>
Fundamentals of Process Innovation-Design Thinking for Process Innovation-Lean Six Sigma for Process Innovation-Disruptive Technologies and Process Innovation-Agile Methodologies for Process Innovation-Customer-Centric Process Design-Innovation Labs and Centers of Excellence-Collaborative Innovation-Measuring the Impact of Process Innovation					
<b>UNIT-V</b>	<b>GOVERNING BPM EFFORTS; PROCESS MANAGEMENT MATURITY</b>				<b>9 + 3</b>
Governance Frameworks for BPM-BPM Maturity Models-Developing BPM Competencies-Establishing BPM Centers of Excellence-BPM Standards and Best Practices-Compliance and Risk Management in BPM-BPM Governance Policies and Procedures-Evaluating BPM Initiatives-Case Studies on BPM Governance and Maturity					

<b>L:45</b>	<b>T:15</b>	<b>P:0</b>	<b>Total: 60 Periods</b>
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<b>TEXT BOOKS</b>	
1	Jay Arthur (2019), <i>Agile Process Innovation</i> , Lifestar Publication
2	Leanora Mounce (2022), <i>Business Process Management and Analysis</i> , Excelic Press LLC
<b>REFERENCES</b>	
1	Heru Susanto, Fang-Yie Leu, Chin Kang Chen (2019), <i>Business Process Reengineering</i> , Apple Academic Press
2	Manuel Laguna, Johan Marklund (2018), <i>Business Process Modeling, Simulation and Design</i> , CRC Press
3	Daniel R. A. Schallmo, Leo Brecht, Bujar Ramosaj (2018), <i>Process Innovation: Enabling Change by Technology</i> , Springer Berlin Heidelberg
4	Kelkar, S. A.(2021), <i>Business Process Management</i> , PHI Learning Pvt. Ltd.
5	Mathias Weske (2019), <i>Business Process Management</i> , Springer Berlin Heidelberg, 3 <sup>rd</sup> edition