



**PSGR
Krishnammal College for Women**



**DEPARTMENT OF BUSINESS ADMINISTRATION
(RETAIL MANAGEMENT)**

**CHOICE BASED CREDIT SYSTEM (CBCS) &
LEARNING OUTCOME BASED CURRICULAR FRAMEWORK (LOCF)**

SYLLABUS

**BACHELOR OF BUSINESS ADMINISTRATION
(RETAIL MANAGEMENT)**

2023 – 2026 BATCH



PROGRAMME LEARNING OUTCOMES (PLO's)

At the end of the programme student will be able to:

PLO1. To provide students with experience in integrating the concepts and techniques from the various functional areas of business and generating solutions for contemporary business problems.

PLO2. To manifest the students with high level of knowledge and skills including theoretical, analytical and critical thinking, decision making, intellectual independence, leadership, planning and organization, and problem solving with paramount ability to communicate ideas effectively.

PLO3. To transform the student to play a pioneering and leading role in the community, enabling her to take responsibilities and contribute to solving problems through innovative thinking, collective work, reflection, and self-development.

PLO4. To demonstrate competence in applying the tools and techniques of Business Management to industry and to enable students to take intrapreneurial and entrepreneurial activities.

PLO5. To develop competence to become global citizens through appreciating diversity, acquiring skills in digital technologies and demonstrating awareness to professional values, ethics and sustainability issues to solve complex business problems.

PROGRAMME SPECIFIC OUTCOME

At the end of the programme student will be able to:

PSO1: Classify the retailers based on categories- traditional, merchandise offered ownership, operations and non-store retailing.

PSO2: Evaluate the factors contributing to the growth of Indian retail industry and how it has an impact on the GDP of Indian economy.

PSO3: Design their own strategies for satisfying the retail customers and doing SWOT analysis for retail business plan.

PSO4: Design the retail marketing mix and make decisions on product merchandise, price, supply chain and promotional mix with respect to their retail business.

PSO5: Evaluate the impact of information technology on retail business concerns.



DEPARTMENT OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM (CBCS)
LEARNING OUTCOME BASED
CURRICULAR FRAMEWORK (LOCF)

SCHEME & SYLLABUS OF EXAMINATION
BBA – RETAIL MANAGEMENT - 2023-26 BATCH
SEMESTER –I – IV

Semester	Part	Subject Code	Title of the Paper		Instruction per week	Instruction per sem	Tutorial (Hrs)	Duration of the	Exam Marks			Credits
									CIA	ESE	TOT	
I	I	TAM2301A/ FRE2301A/ HIN2301A	Tamil Paper I / Hindi Paper I / French Paper I	L	4	58	2	3	25	75	100	3
I	II	ENG2301	English Paper I	E	4	58	2	3	25	75	100	3
I	III	IB23C01	Core 1: Business Management and Organisational Behaviour	CC	5	73	2	3	25	75	100	3
I	III	BB23C02	Core 2: Financial Accounting	CC	5	73	2	3	25	75	100	3
I	III	RM23C03	Core 3: Retail Principles and Operations	CC	5	73	2	3	25	75	100	3
I	III	TH23A02	Allied: Mathematics for Management- I	GE	5	73	2	3	25	75	100	4
I	IV	NME23B1/ NME23A1/	BasicTamil-1/ AdvancedTamil - 1 /	AE CC	2	28	2	-	100	-	100	2
		NME23WS	Introduction to Women Studies		2	30	-	-				
II	I	TAM2302A/ FRE2302A/ HIN2302A	Tamil Paper II / Hindi Paper II / French Paper II	L	4	58	2	3	25	75	100	3
II	II	ENG2302	English Paper II	E	4	58	2	3	25	75	100	3
II	III	RM23C04	Core 4 : Mercantile Law	CC	5	73	2	3	25	75	100	3

II	III	RM23C05	Core 5: E-Retailing & Communication	CC	5	73	2	3	25	75	100	3
II	III	BB23C06	Core 6: Human Resource Management	CC	5	73	2	3	25	75	100	3
II	III	TH23A24/ IB23A01	Allied - 2 Mathematics for Management - II/Problem Solving & Decision - Making	GE	5	73	2	3	25	75	100	4
II	IV	NME23B2/ NME23A2	Basic Tamil II/ Advanced Tamil II (Outside Regula Classhour)	AEC	-	-	-	-	100	-	100	Grade
II	V	23PECM1	Professional English	AEC	2	25	5	-	100	-	100	2
			Online Course									-
II	VI	NM23GAW	General Awareness (self-study)		-	-	-	-	100	-	100	Grade
III	I	TAM2303A/ FRE2303A/ HIN2303A	Language Paper III- Tamil/Hindi/French Paper III	L	4	58	2	3	25	75	100	3
III	II	ENG2303A	English Paper III	E	4	58	2	3	25	75	100	3
III	III	RM23C07	Core VII: Retailing in Global Era	CC	7	103	2	3	25	75	100	5
III	III	BB23C08	*Core VIII: Marketing Management	CC	5	73	2	3	25	75	100	4
III	III	RM23A01/ IB23A01	Allied-1: Fundamentals of Economics/ International Economics	GE	5	73	2	3	25	75	100	4
III/ IV	III	CS23SBGP/ RM23SB01	GEN-AI/ Skill Based Subject -Retail Analytics Paper (Theory)	SEC	3	44/41	1/4	-	100	-	100	3
III	IV	NM23DTG	Design Thinking	AEC	2	30		-	100	-	100	2
III	IV	NM22UHR	Universal Human Values and Human Rights #	AE CC	-	-	-	-	100	-	100	Grade
I- V	VI	16BONL1 16BONL2	Online Course 1 Online Course 2	ACC	-	-	-	-	-	-	-	-

IV	I	TAM2304A/ HIN2304A/ FRE2304A	Tamil Paper IV Hindi Paper IV French Paper IV	L	4	58	2	3	25	75	100	3
	II	ENG2304A	English Paper IV	E	4	58	2	3	25	75	100	3
	III	BB23C09	Financial Management	CC	6	88	2	3	25	75	100	5
	III	RM23C10	Sustainable Business	CC	6	88	2	3	25	75	100	4
	III	IB23A02/ RM23A02	Taxation / Sourcing Management	GE	5	73	2	3	25	75	100	4
III/ IV	III	CS23SBGP/ RM23SB01	GEN-AI / Retail Analytics	SEC	3	45/ 43	- /2	-	100	-	100	3
IV	IV	NM23EII	Entrepreneurship and Innovation (IgniteX)	AECC	2	30	-	-	100	-	100	2
	IV	NM23EVS	Environmental Studies	AECC	SS	-	-	-	100	-	100	Gr
	IV	COCOACT	Co-Curricular Activities	GC	-	-	-	-	100	-	100	1
	IV	COM15SER	Community Service- 30 Hours	GC	-	-	-	-	-	-	-	-
I-V	VI	16BONL1 16BONL2	Online Course 1 Online Course 2	ACC	-	-	-	-	-	-	-	-

CC–Core Course

CA–Continuous Assessment

GC–Generic Elective

ESE–End Semester Examination

ACC–Additional Credit Course

SEC – Skill Enhancement Course

GC - General Courses

SS – Self Study

AECC - Ability Enhancement Compulsory Course

The following is the assessment pattern for 2023-26 batch

CA Pattern (First 3 Units)

Section A–3x2=6

Section B – 3 x 5 = 15 (either or – same CLO Level)

Section C – 3 x 8 = 24 (either or – same CLO Level)

Total 45 Marks

UG-Accounts Courses-(First3Units)

CA Question from each unit comprising of

One question with a weightage of 2Marks :2 x 3 = 6

One question with a weightage of 5Marks :5 x 3 =15

One question with a weightage of 8Marks :8 x 3 = 24

(Internal Choice at the same CLO level)

Total : 45 Marks

ESE Pattern - Theory

Section A–5x 2=10

Section B – 5 x 5 = 25 (either or – same CLO Level)

Section C – 5 x 8 = 40 (either or – same CLO Level)

Total 75 Marks**ESE Question Paper Pattern: (for Problem Paper) 5x15=75Marks**

Question from each unit comprising of One question with a weightage of 2 Marks : 2 x5=10

One question with a weightage of 5Marks :5x5=25

One question with a weightage of 8 Marks (Internal Choice at the same CLO level) :8x5=40

Total :75Marks

Skill Based Theory courses

Test I : 30 Marks (Conducted for 50 marks and converted to 30 Marks)

Test II : 50 Marks

Assignment : 10 Marks

Seminar : 10 Marks

Total : 100 Marks**I & II Year UG**

CIA Test	5	Conducted for 45 marks after 50 days
Model Exam	7	Conducted for 75 marks(Q.P. Pattern(2m,5m,8m) - (Each Unit 15 Marks)
Sem/Ass/Quiz	5	
Class Participation	5	
Attendance	3	91%-100% -3 Marks, 81%-90% -2 Marks, 75%-80 %-1 Mark
Total	25 Marks	

Assessment pattern for Environmental Studies

Quiz : 50 marks
 Assignment : 25 marks
 Project/ Case study : 25 marks
Total : 100 marks

Assessment Pattern for Entrepreneurship and Innovation (Ignite X):

Components	Marks
3 Quizzes (25 questions in each quiz)	50
30 Venture Activities (Assignment)	30
Milestone 3 (Pitch deck presentation)	20
Total	100

BACHELOR OF BUSINESS ADMINISTRATION (RETAIL MANAGEMENT)
CHOICE BASED CREDIT SYSTEM (CBCS)
LEARNING OUTCOME BASED CURRICULAR FRAMEWORK (LOCF)
SCHEME & SYLLABUS OF EXAMINATION
2023 -2026 BATCH
SEMESTER- V

Semester	Part	Course Code	Title of the Course	Course Type	Instruction hours/week	Contact Hours	Tutorial Hours	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
V	III	BB23C11	Cost and Management Accounting	CC	5	73	2	3	25	75	100	4
	III	BB23C12	Management Information System	CC	5	73	2	3	25	75	100	4
	III	RM23C13	Location Planning & Mall Management	CC	5	73	2	3	25	75	100	4
	III	BB23E01/ IB23E01	Research Methods for Management / Total Quality Management	DSE	5	73	2	3	25	75	100	4
	III	RM23E01/ BB23E03	Retail Selling and Merchandise Management/ Financial Markets and Services	DSE	5	73	2	3	25	75	100	4
	IV	BB23SBP1	AI Tools for Management Research	SEC	3	41	4	-	100	-	100	3
	III	RM23AC1/ RM23AC2	Retail Team Management and Leadership/ Consumer Psychology in Retailing	ACC	SS	-	-	3	25	75	100	5
	IV	NM21CS1	Cyber Security I	AECC	2	30	-	-	100	-	100	Gr
	IV	RM23INST	Field Work/Institutional Training	DSE	-	-	-	-	100	-	100	2
	VI	RM23COM	Comprehensive Examination	GC	-	-	-	-	100	-	100	Gr.
I - IV	VI	COM15SER	Community Services 30 Hours	GC								
I-V	VI	16BONL1	Online Course	ACC	-	-	-	-	-	-	-	-
		16BONL2	Online Course									

CC : Core Courses
DSE: Discipline Specific Elective
SEC: Skill Enhancement Course
SS: Self Study
Gr : Grade
AECC - Ability Enhancement Compulsory Course

CA : Continuous Assessment
ESE: End Semester Examination
ALC: Advanced Learner Course
ACC: Additional Credit Course
GC: General Courses

COURSE NUMBER	COURSE NAME	CATEGORY	L	T	P	CREDIT
IB23C01	BUSINESS MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	Core	73	2	-	3

Preamble

1. To develop conceptual knowledge of Business management and Organizational Behaviour.
2. To enable students understand and analyze practical aspects of management and organizational Behaviour to become skilled at the art of getting things done through people in a corporate business scenario.
3. To impart the students with the concept, importance and models of Business management and Organizational Behaviour.
4. To provide students with the knowledge, skills and abilities to understand Industry 4.0 and its impact on society, business and people.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1.	Understand various management concepts and the functions at various levels in the organization.	K1
CLO2.	Describe the importance and models of planning and organizing.	K2
CLO3.	Discuss the perceptions, attitudes, and behaviours impact of organizational performance.	K3
CLO4.	Analyse the Industry 4.0 and its implementation in the field of management to facilitate the skills required for Industry 4.0.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1.	S	S	S	S	S
CLO2.	S	S	M	S	S
CLO3.	S	M	S	S	S
CLO4.	S	S	S	S	M

S- Strong, M- Medium

SYLLABUS

UNIT – I (15 Hours)

Management: Meaning & Definition - Nature - Scope -importance and characteristics –Management process–***Managerial role and skills*** -Functions of management –Early contributors of Management –***Models and Approaches - Social and Ethical issues in management***.

UNIT – II (16 Hours)

Planning: Introduction to Planning – Importance - Types of Planning - Strategic Planning Process –Tools and Techniques. Organizing: Importance - process – Controlling: Types of control- factors influencing control effectiveness. Centralization - Decentralization - Formalization - Authority & Responsibility. ***Decision making models*- *Techniques and processes, Management by objectives (MBO)*-** Management by wandering around (MBWA).

UNIT – III (15 Hours)

Organisational Behaviour : Nature and importance - Concept and relevance of OB in Modern Management –Framework – Model. Personality: Characteristics – Theories - The Big Five Model –Factors influencing personality. ***Perception : Concept, Perceptual Process - Perceptual Distortions*** - Stereotyping - Halo Effect - selective perception – ***Projection - Impression Management ***.

UNIT – IV (14 Hours)

Meaning and nature of Leader - Leadership styles – Approaches, Management by Exception – Theories. Motivation: Concepts and their application, Need, Content, Theories of Motivation - ***Organisational Structure - Organizational Behaviour Models* – *Organisational Climate and Culture - Organisational Change and Development***- Organisational effectiveness.

UNIT – V (13 Hours)

Group Development - Stages of Group Development - Conflict Management Techniques.

Industry 4.0 - Introduction to Industry 4.0 - Need – Reasons for Adopting Industry 4.0 - Definition – Goals and Design Principles - Technologies of Industry 4.0- ***Skills required for Industry 4.0- Advancements in Industry 4.0*** – Impact of Industry 4.0 on Society, Business, Government and People - Introduction to 5.0.

*** Highlighted text offered in blended mode. (Links Provided)**

Text Books :

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Lussier, R. N	Management Fundamentals (1st ed.)	Cengage Learning	2020
2.	Stepten P. Robbins, Mary Coulter and Neharika Vohra	Management	Pearson Prentice Hall, New Delhi	2020
3.	Rao V.S.P.	Management: Text & Cases	Excel Books, New Delhi	2018
4.	Charles W.L.Hill and Steven L Mcshare	Principles of Management	Tata McGraw Hill	2019

Reference Books:

S. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Koontz. (n.d.)	Principles of Management	Tata McGraw Hill Education.	2021
2.	David S. Bright, Anastasia H. Cortes	Organisational Behaviour	Open Stax, Rice University	2020
3.	Kaliraj.P and Devi. T	Higher Education for Industry 4.0 and Transformation to education 5.0	1. Introduction to Industry 4.0 and Industrial Internet of Things by Prof.Sudip Mishra,IIT Kharagpur. 2. A Complete Guide to Industry 4.0-Udemy	2021

Blended Learning Topics:

S. No	Unit	Topic	Link
1.	I	Managerial role and skills	https://unacademy.com/content/railway-exam/study-material/general-awareness/managerial-skills-leading-to-managerial-excellence/
2.	I	Models and Approaches, Social and Ethical issues in management.	https://uk.indeed.com/career-advice/career-development/ethical-issues-in-business
3.	II	Decision making models	https://www.coursera.org/learn/advanced-models-for-decision-making?action=enroll
4.	II	Techniques and processes, Management by objectives (MBO)	https://www.youtube.com/watch?v=kNs8xbAUkIQ
5.	III	Perception : Concept, Perceptual Process - Perceptual Distortions	https://www.youtube.com/watch?v=6wtFypFoUBY
6.	III	Projection - Impression Management	https://www.coursera.org/lecture/communicate-with-impact/4-1-group-influence-and-impression-management-9px0t
7.	IV	Organisational Structure , Organizational Behaviour Models	https://www.coursera.org/learn/designing-organization?action=enroll
8.	IV	Organisational Climate and Culture , Organisational Change and Development	https://www.youtube.com/watch?v=uUHuzSlAkM&list=PLOzRYVm0a65cWsdYODPNF43wDy5mTqema
9.	V	Industry 4.0 - Introduction to Industry 4.0, Need, Reasons for Adopting Industry 4.0	https://www.youtube.com/watch?v=b9mJrzdIfR8&t=3s
10.	V	Skills required for Industry 4.0, Advancements in Industry 4.0	https://www.youtube.com/watch?v=yKPrJJSv94M

COURSE NUMBER BB23C02	COURSE NAME FINANCIAL ACCOUNTING	Category	L	T	P	Credit
		Theory	73	2	-	3

Preamble

1. To understand the basic concepts and principles of financial accounting.
2. To deepen knowledge on all the components of the final accounts, using a double entrybook keeping perspective.
3. To convey sufficient knowledge for an adequate interpretation, analysis and use theinformation provided by financial accounting.
4. To effectively communicate financial results and position to stakeholders.

Course Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1.	Identify the importance of accounting and to gain a broad understanding of concepts, principles and terminology of financial accounting.	K1
CLO2.	Recognize and familiarize kinds of accounts and use of various accounting tools.	K2
CLO3.	Associate the components of final accounts using double entry booking keeping.	K3
CLO4.	Analyse and perform fundamental accounting operations.	K4

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	S	S
CLO2	S	S	M	S	M
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S

S-Strong; M-Medium

SYLLABUS

UNIT – I (15 Hours)

Nature of Accounting - ***GAAP*** - Accounting Concepts and conventions – Accounting Cycle – Accounting Equations - ***Kinds of Accounts*** - Journal, Ledger, Subsidiary Books:Purchase Book, Sales Book, Returns Book, Cash Book.

UNIT – II (14 Hours)

Trial Balance-***Objectives*** and methods of preparing Trial Balance-Rectification of Errors -***Types of errors*** - preparation of suspense account - effect of errors on profit– Reasons for Difference between Cash Book and Pass Book Balance - Preparation of Bank Reconciliation Statement

UNIT – III (14 Hours)

Capital and Revenue expenditure- Preparation of Manufacturing – Trading and Profit and Loss Account – Balance Sheet- ***Treatment of adjustments***

UNIT – IV (15 Hours)

Depreciation – ***Introduction, Need*** - Methods: Straight line and Diminishing balance methods – Bills of Exchange – entries in the books of drawer and acceptor

UNIT - V (15 Hours)

Final accounts of a company- Horizontal and vertical forms of income statement and Balance sheet and its contents - Financial statement analysis- comparative, common size statements and trend analysis- ***Ethics in financial reporting***- Introduction to Digital Assets.

(Theory and Problems in the ratio of 20% and 80% respectively)

Text Book:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	S.P. Jain ,K.L. Narang, Simmi Agrawal & Monika Sehgal	Financial Accounting	Kalyani Publishers	January 2020
2	Reddy T.S & Murthy. A	Financial Accounting	Margham Publications	2021

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	S.N. Maheswari, <u>Suneel K. Maheshwari</u> , <u>Sharad K. Maheshwari</u>	Financial Accounting for BBA	Vikas Publishing House Private Limited	2018
2	Grewal T.S	Double entry book keeping	Sultan hand & Company	Reprint 2017

Reference links:

Sl. No.	Units	Topics	Links	No .of Hrs
1	Unit – 1,2,3	Financial Accounting	Swayam: https://onlinecourses.swayam2.ac.in/ec19_cm04/preview	12 Weeks
2.	Unit - 4, 5	Financial Accounting	Swayam: https://onlinecourses.nptel.ac.in/noc23_mg80/preview	8 Weeks
3.	Unit -1,2	Introduction to Financial Accounting	Coursera: https://www.coursera.org/learn/wharton-accounting	12 hours

Blended Learning Topics:

S.No	Unit	Topics	Links
1	I	Principles	https://archive.nptel.ac.in/courses/110/106/110106147/
2	I	Kinds of Accounts	https://archive.nptel.ac.in/courses/110/106/110106147/
3	II	Objectives, Types of error	https://archive.nptel.ac.in/courses/110/106/110106147/
4	III	Treatment of Adjustments	https://archive.nptel.ac.in/courses/110/101/110101131/
5	IV	Depreciation – Meaning, Need for depreciation	https://archive.nptel.ac.in/courses/110/101/110101131/
6	V	Ethics in financial reporting.	https://www.youtube.com/watch?v=OT5RdoJAkhY

COURSE NUMBER	COURSE NAME	CATEGORY	L	T	P	CREDIT
RM23C03	RETAIL PRINCIPLES AND OPERATIONS	Core	73	2	-	3

Preamble

1. To understand the impact of retailing industry on the business world, and on individuals.
2. To explore the techniques and strategies employed in retailing.
3. To enable the students to understand the importance of store location for a retailer.
4. To enlighten the students about the different store operating processes and their significance in running retail operations smoothly.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1.	Identify the types of retail organizations and their basic retail operations.	K1
CLO2.	Describe the business models, site evaluation criteria, store location and store layout.	K2
CLO3.	Discuss the retail industry, concept of trading area and storekeeping and retail technology.	K3
CLO4.	Analyse the strategic planning process in retailing sector to operate in the global retailing environment	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1.	S	S	S	S	S
CLO2.	S	S	S	S	S
CLO3.	S	S	M	S	M
CLO4.	S	S	S	S	S

S- Strong , M - Medium

SYLLABUS

UNIT – I (14 Hours)

Retail- Meaning – Retailing as a career -***Characteristics of a Retailer*** – Functions of a retailer – Services provided by a retailer – Theories of Retail Development and Formats–Types of retailers - ***Business models in retail*** -Trends in Retailing-Ethical issues in retailing.

UNIT – II (15 Hours)

Retail industry in India- Evolution and Size of retail in India – Drivers of retail change in India – Foreign Direct Investment in retail – ***Challenges to retail developments in India***-Multi channel retailing - Global Retailing- Scope - Challenges– Process, Culture, Businesses and International Management - ***Factors affecting global retailing industry***.

UNIT – III (15 Hours)

Retail Store Location- Meaning-Store Location- Importance of location to a retailer -Types of location – ***Location and Site Evaluation*** - Characteristics of the available site - Retail store layout - The circulation plan - Space mix and effective retail space management - ***Floor space management***- Trading Area Analysis- - Size and shape of Trading Areas- Methods of Evaluating Retail Trade Area- Types of retailing outlet.

UNIT- IV (15 Hours)

Retail Operations & Inventory Management - Operational Dimensions - Operations Blueprint-Store maintenance - Store security – Insurance - Credit management- Computerisation – Outsourcing - ***Evaluating a retail operation- Store Operating parameters*** – Using the Strategic resources model in retailing- Retail Inventory -Inventory Planning - Return on inventory investments and stock turnover - Retail method of inventory valuation-Store keeping– Duties and Responsibilities of a storekeeper – Factors underlying successful storekeeping – Stores ledger – Bin card.

UNIT- V (14 Hours)

Retail Technology- ***Emerging trends in e- Retailing***- Retail Analytics -***Mall Management***- Emergence of Malls in India, Customer Perception of Malls, Facilities Management in Malls-Franchising in Retailing, Retail Disruption- Technological forces in retail environment.

*** Highlighted text offered in blended mode. (Links Provided)**

Text Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Swapna Pradhan	Retailing Management- Text & cases	Tata McGraw-Hill Education Private Limited	2021
2.	Barry Berman and Joel R Evans	Retail Management, A strategic Approach	Prentice Hall of India, 12 th Edition	2020

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Gibson G Vedamani	Retail Management – Functional Principles and Practice	Jaico Publishing House,	2020
2	Michael Levy, Barton A Weitz, Ajay Pandit	Retail Management	The McGraw-Hill companies	2019
3	James R Ogden and Denise Togden	Integrated Retail Management	Biztantra	2021

Blended Learning Topics:

S.NO	Unit	Topic	Link
1.	I	Characteristics of a Retailer	https://onlinecourses.swayam2.ac.in/imb19_mg02/preview
2.	I	Business models in retail	https://onlinecourses.swayam2.ac.in/imb19_mg02/preview
3.	II	Challenges to retail developments in India	https://onlinecourses.nptel.ac.in/noc23_mg100/preview
4.	II	Factors affecting global retailing industry.	https://onlinecourses.nptel.ac.in/noc23_mg100/preview
5.	III	Floor space management	https://onlinecourses.nptel.ac.in/noc23_mg42/preview
6.	III	Location and Site Evaluation	https://www.youtube.com/watch?v=YGlGdydRaHk
7.	IV	Retail Operations & Inventory Management	https://onlinecourses.nptel.ac.in/noc22_mg51/preview
8.	IV	Evaluating a retail operation	https://onlinecourses.swayam2.ac.in/cec23_mg07/preview
9.	V	Emerging trends in e- Retailing	https://www.coursera.org/lecture/mafash/retail-trends-and-formats-DNj3l
10.	V	Mall management	https://onlinecourses.swayam2.ac.in/cec20_mg01/preview

COURSE NUMBER	COURSE NAME	Category	L	T	P	Credit
RM23C04	MERCANTILE LAW	CORE	73	2	-	3

Preamble

1. To have an overview of Indian Laws governing the business environment, certain corporate bodies, and related matters.
2. To understand the principles and concepts of law dealing with business.
3. To facilitate legal thinking and encourage them to be on the right side of the law.
4. To understand the applications of these laws to practical commercial situations.

Course Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1.	Basic knowledge and understanding of the principle laws governing the business organization.	K1
CLO2.	Understand the key concepts of business law relating to contract formation, sale of goods, companies act, consumer protection and right to information.	K2
CLO3.	Future Managers and Entrepreneurs learn to minimize legal risks in business and safeguard their rights.	K3
CLO4.	Ability to analyze legal issues faced by the company with the knowledge gained and upgrading the legal interpretation with the advancement of AI and ML.	K4

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1.	S	S	S	S	S
CLO2.	S	S	M	S	S
CLO3.	S	S	S	S	M
CLO4.	S	M	S	S	S

S- Strong; M-Medium

SYLLABUS

UNIT - I (14 Hours)

Law of contract – Contracts – Essentials of contract – Nature of contract – Application of Block chain Technology in Creating Smart Contracts - Offer – Acceptance –Consideration – Capacities of parties - Free

consent – ***Coercion – Undue influence*** – Misrepresentation – Fraud – Mistake of law and Mistake of fact.

UNIT - II (15 Hours)

Discharge of Contracts – ***Breach of Contract*** – Remedies of Breach of Contract – Quasi Contract - Contracts of Bailment: Essentials of Bailment, ***Duties of Bailor and Bailee***, Rights of Bailor and Bailee - Finders of lost goods.

UNIT - III (15 Hours)

Sale of Goods Act 1930 – Contracts of Sale – Essentials – Duties of Buyer and Sellers – ***Conditions and Warranties*** – Transfer of Property– Rights of an unpaid seller.

Negotiable Instruments Act 1881 – Meaning of negotiable instruments – type of negotiable instruments – ***Promissory note*** – bill of exchange – cheque.

UNIT - IV (15 Hours)

The Limited Liability Partnership Act, 2008: Introduction- covering nature and scope, ***Essential features***, characteristics of LLP, Incorporation and differences with other forms of organizations- Public & Private Ltd difference –functions.

The Companies Act 2013 – Meaning and types – Incorporation, Memorandum & Articles of Association – Prospectus – Issue of shares and bonus shares, – rights issue, sweat equity – ***Role of directors*** – share qualification – company meetings – winding up.

UNIT - V (14 Hours)

Consumer Protection Act 1986 – Objectives – Rights of Consumers – Consumer Protection Council – Consumer Redressal agencies – Complaint Procedure – Remedies to consumers. ***Role of Online Dispute Resolution (ODR) for Commercial Disputes***.

The Right to Information Act 2005 – Salient features and coverage of the act – definition of terms information – right, record, public authority – obligations of public authorities – Refusal of Information – Rights of Third Party-***Role of AI and ML to Interpret Commercial Law***.

Text Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Emma Jones, Francine Ryan, Anna Thanaraj, Terry Wong	Digital Lawyering Technology and Legal Practice in the 21 st Century	Routledge	2022
2.	Kapoor, N.D	Elements of Mercantile Law	Sultan Chand and Sons, New Delhi	2021
3.	P.C.Tulsian	Business Law	Tata McGraw-Hill	2020

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Akhileshwar Pathak	Legal Aspects of Business	Tata McGraw Hill	2021
2.	Dr. G. K. Kapoor & Sanjay Dhamija	Company Law and Practice	Taxmann Publications	2020
3.	Dr. Niraj Kumar	Handbook on Right to Information Act 2005	Bharat Law house Pvt.Ltd,	2021

Blended Learning Links:

S. No	Unit	Topic	Blended Learning Links
1	I	Application of Blockchain Technology in Creating Smart Contracts	https://www.investopedia.com/terms/s/smart-contracts.asp
2	I	Coercion – Undue influence	https://www.youtube.com/watch?v=nNFbI-feRxM
3	II	Breach of Contract	https://www.miga.org/product/breach-contract
4	II	Duties of Bailor and Bailee	https://www.youtube.com/watch?v=fHqmWCctn6c
5	III	Conditions and Warranties	https://www.youtube.com/watch?v=TCVa_Sj23mk
6	III	Promissory Note	https://www.youtube.com/watch?v=5k79PntBDNk
7	IV	Essential Features of Limited Liability Partnership	https://www.investopedia.com/articles/investing/090214/limited-liability-partnership-llp-basics.asp
8	IV	Role of Directors	https://www.youtube.com/watch?v=tbHGmRuyIf0
9	V	Role of Online Dispute Resolution (ODR) for Commercial Disputes	https://www.ddlegal.co/online-dispute-resolution-odr/
10	V	Role of AI and ML to Interpret Commercial Law	https://venturebeat.com/ai/the-advantages-and-disadvantages-of-ai-in-law-firms/

COURSE NUMBER	COURSE NAME	CATEGORY	L	T	P	CREDIT
RM23C05	E – RETAILING AND COMMUNICATION	CORE	73	2	-	3

Preamble

1. To enable students to understand the concept of e-retailing from both technological and managerial perspectives.
2. To understand an in-depth understanding of e-retailing frameworks, and technological foundations.
3. To examine basic concepts such as strategic formulation for e-retailing enterprises, management of their retail structures, and marketing an online store.
4. To impart knowledge on the emerging electronic retailing changes and retail communication.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the basic concept of E- retailing, Demographics and Targeting, Cross Selling, Customer Service, Types of Retail Communication, and Maintaining Customer Trust.	K1
CLO2	Identify the reasons for the emergence of E- retailing, Click and mortar, Branding on the Web, Vendor Development, Social Media Marketing and Floor Plans and Customer Flow.	K2
CLO3	Discuss the importance of Multi-Channel Retailing, Promotional Strategies, CRM Implementation, Customer Communication and Crisis Communication Strategies	K3
CLO4	Analyse E-Store Design, Cyber Intermediaries, Market Place Model, Website Communication and AI in retail communication	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	S	S	S
CLO2	M	S	S	S	M
CLO3	S	S	M	S	L
CLO4	S	S	S	M	S

S-Strong; M-Medium; L- Low

SYLLABUS

UNIT – I (14 Hours)

Introduction to E- retailing: Concept – Significance - Comparison with Convention Retailing - Demographics and Targeting - ***Advantages of E-Retailing*** - Shortcomings of E-Retailing - Click & Mortar - Pure E-Retailing - ***Multi-Channel Retailing***. E-Store Design: Web Atmospherics – Navigability –Interactivity - Retail Information.

UNIT – II (15 Hours)

Marketing Strategies for E-stores: Marketing Mix in E-Retailing - Roles of Cyber Intermediaries in E- Retailing - ***Promotional Strategies of E-Retail Business*** - Branding on the Web - Cross Selling - Referral Services - Permission Marketing - E-Malls - ***Future of E-Retailing***.

UNIT – III (15 Hours)

Customer Relation Management in E-retailing: Building Customer Loyalty - ***CRM Implementation*** - Customer Service - Gift Reminder Services - Contests & Promotions - Online Communities - Loyalty Programs - ***Personalization*** - Market Place Model - Vendor Development - Business Expansion and Legal Implications.

UNIT – IV (15 Hours)

Retail Communication: Role of Communication in Retail - Types of Retail Communication - Trends - ***Effective Customer Communication*** - Social Media Marketing - E-Commerce and Website Communication - Internal Communication in Retail- ***Emerging Trends in Retail Communication***.

UNIT – V (14 Hours)

In-Store Communication: In-Store Signage and Labels - Floor Plans and Customer Flow - ***Point-of-Sale Communication***. Retail Crisis Communication: Handling Crises and Emergencies - Crisis Communication Strategies - Maintaining Customer Trust- ***Role of AI in Retail Communication***.

***Highlighted Text offered in blended mode**

Text Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	D.P. Sharma	E-retailing Principles and Practice	Himalaya Publications	2022
2	E-Retailing	Charles Dennis	Routledge	2021
3	Caroll & Broadhead	How to Become a Successful E- Commerce Merchant	Dearborn publishers	2020
4	Manfred Krafft, Murali, K. Mantrala	Retailing in the 21st Century: Current and Future Trends	Springer	2021

Reference Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Anne Marie Doherty	Retail Marketing: A Branding, Merchandising, and Sales Approach	Springer	2022
2	Trevor Paul Ginn	How to grow your E-Commerce Business	Tata McGraw Hill	2022
3	Levy & Weitz	Retailing Management	Tata McGraw Hill	2021

Blended Learning Links :

S.No	Unit	Topic	Blended Learning Links
1	I	Advantages of E-Retailing	https://www.youtube.com/watch?v=kC9oCO3gIXs
2	I	Multi-Channel Retailing	https://www.coursera.org/lecture/marketing-mix/why-are-marketing-channels-so-important-B0AD7
3	II	Promotional Strategies of E-Retail Business	https://www.coursera.org/lecture/marketing-mix/what-is-price-0twO4
4	II	Future of E-Retailing	https://www.youtube.com/watch?v=4CSjbv-FeGI
5	III	CRM Implementation	https://www.youtube.com/watch?v=6CTuO-iis5Q
6	III	Personalization	https://www.youtube.com/watch?v=2JhVHYc7yf0
7	IV	Effective Customer Communication	https://www.coursera.org/lecture/identifying-attracting-and-growing-your-digital-audience/defining-your-digital-audience-1VEU0
8	IV	Emerging Trends in Retail Communication.	https://www.coursera.org/lecture/channel-management/global-growth-opportunities-where-is-retail-heading-EUI61
9	V	Point-of-Sale Communication	https://www.youtube.com/watch?v=2KTK8WMRFpE
10	V	Role of AI in Retail Communication.	https://www.youtube.com/watch?v=GQjuEygcs3A

COURSE NUMBER- BB23C06	COURSE NAME HUMAN RESOURCE MANAGEMENT	Category	L	T	P	Credit
		CORE	73	2	-	3

Preamble

1. To provide the students with knowledge in Human Resource Management concepts, theories, scope at national and global level.
2. To develop skills for writing a Job Description, Job Specification, and Job Design.
3. Synthesize information regarding the effectiveness of recruiting methods and the validity of selection procedures, and make appropriate staffing decisions.
4. Design a training program using a useful framework for evaluating training needs, designing a training program, and evaluating training results and evaluate a company's implementation of a performance-based pay system.
5. To understand the importance of HR Analytics, HR Audit and metrics

Course Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the fundamentals and practices of human resource management	K1
CLO2	Recognize the competencies to recruit, induct, learn, train and appraise the performance of employees for better career and succession planning.	K2
CLO3	Apply the concepts of HRM, learning and training, performance appraisal, compensation, career & succession planning towards employee welfare and social security	K3
CLO4	Apply the strategies, latest trends & developments in HR and retain the best talents in the organization.	K3

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	M	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	S
CLO4	S	S	S	S	S

S-Strong; M-Medium; L-Low

SYLLABUS

UNIT – 1 (15 Hours)

Human Resource Management - Meaning, Definition, ***Objectives and Nature of HRM – Evolution of HRM - Functions & Importance of HRM – Qualities, and Role of HR Manager***, Corporate Objective - Human Resource Planning – Concept –objective –Need and Importance –process –levels – Problems - ***HRM in changing environment - Challenges in HRM***. HR Structure, Strategy and Concept of People Management in a Systems Perspective

UNIT – II (15 Hours)

Job Analysis: Job Description - Job Specification – Objectives - Concept –Approaches- Methods. Job Design - ***Recruitment: Definition and Objectives of Recruitment***– Recruitment Policy – Sources of Recruitment and Methods of Recruitment – Online recruitment, RPA in Recruitment Process. ***Selection: Definition and Purpose of Selection*** – Process – testing and Competency mapping - Recruitment and selection in Indian Scenario

UNIT – III (15 Hours)

Induction and Socialization - objectives, process, and stages - ***Training and development of Employees – Training Objectives – Need for Training*** – Training Methods - on the job training - off the job training - choosing optimum method - Advantages of Training – Evaluation of training - Types of instructors led training and learning - coaching, mentoring, job shadowing, online learning, and Blended learning. HR Virtual Assistants.

UNIT – IV (14 Hours)

Performance Appraisal- Concept – Objective –importance –process –problems –essential Methods of Performance Appraisal – 360-degree appraisal techniques- ***Compensation –meaning, Essential, types***, Components of compensation (direct and indirect) - Moonlighting in HRM - Reasons, types and its effects. HRM Tech Trends - ***Career Planning*** and Succession Planning- Objectives, Process and Career Counselling – Advantages and Limitation – Career Development Stages

UNIT – V (14 Hours)

Promotion, Transfer and Demotion - Employee engagement and retention - ***Employee Health, Safety & Welfare***, Grievances & Discipline, Social Security - Recent developments in HRM -Use of technology in hiring, HRIS - HR Analytics – Definition, importance, role, and key metrics -HR Software development - HR Audit - Ethics in HRM

Note: * & Bold are blended learning topics and the links are listed below.

Text Books

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	K. Aswathappa & Sadhna Dash	Human Resource Management, Text & Cases	Mcgraw Hill, 10th Edition	2023
2.	Pravin Durai	Human Resource Management	Pearson Publishers	2020

Reference Books:

S.No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Rahul Kumar Das	Human Resource Management	Notion Press	2022
2.	Gary Dessler & Biju Varkey	Human Resource Management	Pearson Publishers	2020
3.	V.S.P. Rao.	Human Resource Management	Cengage Learning India Pvt. Ltd.	2020

Blended Learning links:

S. No.	Units	Topics	Links
1	Unit –I	Objectives and Nature of HRM – Evolution of HRM - Functions & Importance of HRM – Qualities, and Role of HR Manager	https://archive.nptel.ac.in/courses/122/105/122105020/
		HRM in changing environment - Challenges in HRM	https://www.youtube.com/watch?v=awUPBxAetlU
2.	Unit –II	Recruitment: Definition and Objectives of Recruitment – Recruitment Policy	https://archive.nptel.ac.in/courses/122/105/122105020/
		Selection: Definition and Purpose of Selection	https://archive.nptel.ac.in/courses/122/105/122105020/
3.	Unit –III	Training and development of Employees – Training Objectives – Need for Training	https://archive.nptel.ac.in/courses/122/105/122105020/
4.	Unit –IV	Compensation –meaning, Essential, types	https://www.youtube.com/watch?v=c75U2xofWEM
		Career Planning	https://www.youtube.com/watch?v=-3gpquAjjios
5.	Unit - V	Employee Health, Safety &Welfare, Grievances & Discipline, Social Security	https://www.youtube.com/watch?v=KRjsEQXeBvo https://www.youtube.com/watch?v=KoDiuL6NqgQ&t=1s

COURSE NUMBER	COURSE NAME	CATEGORY	L	T	P	CREDIT
IB23A01	PROBLEM-SOLVING & DECISION MAKING	ALLIED	73	2	-	4

Preamble

1. To equip students with a deep understanding of problem-solving, its importance, and the steps and techniques involved, emphasizing its significance as a crucial skill in the Industry 4.0 era.
2. To introduce students to the concept of critical thinking and its role in decision-making
3. To familiarize students with various decision-making models and techniques.
4. To provide insights into the impact of technology on decision-making.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Gain strong problem-solving skills for tackling complex issues, recognizing the significance of problem-solving in Industry 4.0, and applying various techniques effectively.	K1
CLO2	Develop critical thinking abilities to evaluate, analyze, and make informed decisions, especially in the workplace, with a focus on using virtual reality to enhance critical thinking, particularly for data analysis.	K2
CLO3	Acquire proficiency in decision-making, and understanding key models and techniques.	K3
CLO4	Analyse the impact of technology on decision-making, also, gain insights into ethical and sustainability considerations.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	M	S
CLO3	S	S	S	S	S
CLO4	S	S	M	S	S

S-Strong; M-Medium

SYLLABUS

UNIT – I (14 Hours)

Introduction to Problem Solving: Concept, Definition, Importance of Problem Solving; ***Steps in Problem Solving***, Process and various techniques used in Problem Solving; Types, Various skills required in solving the problem, ***Methods used in solving the problem***, Problem solving: a key skill in Industry 4.0.

UNIT – II (15 Hours)

Introduction to Critical Thinking: Concept, Definitions, Significance of Critical Thinking; ***Critical Thinking Process***, Elements of Critical Thinking; Use of Critical Thinking at the Workplace, Role of Virtual Reality in Developing Critical Thinking Skills, ***Developing Critical Thinking Skills for Data Analysis***.

UNIT – III (15 Hours)

Decision-Making Models and Techniques: Rational Decision-Making Model and the Bounded Rationality Model, Introduction to tools like Decision Trees and ***Multi-Criteria Decision Analysis (MCDA)***, Application of Artificial Intelligence and ***Machine Learning in optimizing decision-making processes***.

UNIT – IV (15 Hours)

Decision making and Current Scenarios: Impact of Technology in Decision making; Challenges before Marketing Managers in the Decision-making process; ***Critical Thinking and Problem-Solving skills for the 21st century***; Role of Decision-making strategies at the global level; Recent trends in the Critical Thinking process; ***Challenges before Marketing Managers in the area of Problem solving***.

UNIT – V (14 Hours)

Ethical and Sustainable Decision-Making: The ethical dimension of decision-making, including ethical dilemmas and moral reasoning, Strategies for incorporating sustainability principles into decision-making processes, ***Real-world examples of organizations making socially responsible and sustainable decisions***.

***Highlighted Text offered in blended mode**

(Case studies for Internal Evaluation only)

Text Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Barnaby Hum	Critical Thinking & Problem Solving	Asia Publish Holdings	2023
2	John Adair	Decision Making and Problem Solving: Break Through Barriers and Banish Uncertainty at Work	Kogan Page	2022
3	Basavaraju H R, Dr. Melanie Lourens, Dr.	Decision Making and Problem Solving	Book Rivers	2022

	Ashvine Kumar, Dr. Alpana Sharma			
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Reference Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Albert Rutherford	Tools of Systems Thinkers: Learn Advanced Deduction, Decision-Making, and Problem-Solving Skills with Mental Models and System Maps	Vdz	2021
2	Pamela Hughes	Beginners Guide to Critical Thinking and Problem Solving	Jc Publishing	2020

Blended Learning Links:

S.No	Unit	Topic	Blended Learning Links
1	I	Steps in Problem Solving	https://alison.com/course/art-of-creative-problem-solving
2	I	Methods used in solving the problem	https://alison.com/course/turn-your-thinking-around-new-approaches-to-problem-solving
3	II	Critical Thinking Process	https://www.udemy.com/course/critical-thinking-course/
4	II	Developing Critical Thinking Skills for Data Analysis	https://www.youtube.com/watch?v=Cm5ukdquISE
5	III	Multi-Criteria Decision Analysis (MCDA)	https://www.youtube.com/watch?v=7OoKJHvsUbo
6	III	Machine Learning in optimizing decision-making processes	https://www.youtube.com/watch?v=JhImME2UgXQ
7	IV	Critical Thinking and Problem-Solving skills for the 21st century	https://www.youtube.com/watch?v=2s6PIrXwt7M
8	IV	Challenges before Marketing Managers in the area of Problem solving	https://www.youtube.com/watch?v=Mx-xpx8tMSU
9	V	Real-world examples of organizations making socially responsible and sustainable decisions	https://www.youtube.com/watch?v=ydPNQ7nTHyE

COURSE NUMBER 23PECM1	COURSE NAME	Category	L	T	P	Credit
	Professional English for Commerce and Management	AEC	25	5		2
	(Class: I B.Com & BBA; SEMESTER – II)					

Objectives:

1. To develop the language skills of students by offering adequate practice in professional contexts.
2. To enhance the lexical, grammatical and socio-linguistic and communicative competence of first year commerce and management students
3. To focus on developing students' knowledge of domain specific registers and the required language skills.
4. To develop strategic competence that will help in efficient communication
5. To sharpen students' critical thinking skills and make students culturally aware of the target situation.

Course Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Recognise their own ability to improve their own competence in using the language	K1
CLO2	Use language for speaking with confidence in an intelligible and acceptable manner	K2
CLO3	Read independently unfamiliar texts with comprehension and understand the importance of reading for life	K3
CLO4	Understand the importance of writing in academic life	K3

(Outcomes based on guidelines in UGC LOCF – Generic Elective)

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S

S- Strong, M- Medium, L- Low

PROFESSIONAL ENGLISH FOR COMMERCE AND MANAGEMENT (25 Hours)

UNIT 1: COMMUNICATION 5 hours

Listening: Listening to audio text and answering question Listening to Instructions

Speaking: *Pair work and small group work*

Reading: Comprehension passages –Differentiate between facts and opinion

Writing: *Developing a story with pictures*.

Vocabulary: Register specific – Incorporated into the LSRW tasks

UNIT 2: DESCRIPTION 5 hours

Listening: Listening to process description – Drawing a flow chart.

Speaking: Role play (formal context)

Reading: *Skimming/Scanning- Reading passages on products, equipment and gadgets*.

Writing: Process Description –Compare and Contrast Paragraph-Sentence Definition and Extended definition- Free Writing.

Vocabulary: Register specific –Incorporated into the LSRW tasks.

UNIT 3: NEGOTIATION STRATEGIES 5 hours

Listening: Listening to interviews of specialists / Inventors in fields (Subject specific)

Speaking: *Brainstorming. (Mind mapping). Small group discussions (Subject- Specific) *

Reading: Longer Reading text.

Writing: Essay Writing (250 words)

Vocabulary: Register specific – Incorporated into the LSRW tasks

UNIT 4: PRESENTATION SKILLS 5 hours

Listening: Listening to lectures.

Speaking: Short talks.

Reading: Reading Comprehension passages

Writing: *Writing Recommendations Interpreting Visuals inputs*

Vocabulary: Register specific – Incorporated into the LSRW tasks

UNIT 5: CRITICAL THINKING SKILLS 5 hours

Listening: Listening comprehension- Listening for information.

Speaking: Making presentations (with PPT- practice).

Reading: *Comprehension passages –Note making*.

(Comprehension: Motivational article on Professional Competence, Professional Ethics and Life Skills)

Writing: Problem and Solution essay– Creative writing –Summary writing

Vocabulary: Register specific – Incorporated into the LSRW tasks

Textbook:

S.No.	Authors	Title of the Book	Publishers	Year of Publication
1	TamilNadu State Council for Higher Education (TANSCH)	English for Commerce and Management Semester 1	--	--

Reference Books:

S.No.	Authors	Title of the Book	Publishers	Year of Publication
1	Sreedharan, Josh	The Four Skills for Communication	Foundation books	2016
2	Pillai, G Radhakrishna, K Rajeevan, P Bhaskaran Nair	Spoken English for you	Emerald	1998
3	Pillai, G Radhakrishna, K Rajeevan, P Bhaskaran Nair	Written English for you	Emerald	1998

Blended Learning Links:

S.No	Units	Topics	Links
1	Unit I	Pair work and small group work, Developing a story with pictures	https://www.youtube.com/watch?v=9Jb1SgPFC9U
2	Unit II	Skimming/Scanning- Reading passages on products, equipment and gadgets	https://www.youtube.com/watch?v=T6LZNhNTIq8
3	Unit III	Brainstorming. (Mind mapping). Small group discussions (Subject- Specific)	https://www.youtube.com/watch?v=-h8RpvqJKoI
4	Unit IV	Writing Recommendations Interpreting Visuals inputs	https://www.youtube.com/watch?v=9OXvTSEDI2Q
5	Unit V	Comprehension passages –Note making.	https://www.youtube.com/watch?v=zn8mbYFAEa0

Evaluation pattern: Internal 50 marks

ESE 50 marks

NOTE 1:

Internals 5 tests x 10 marks each

Test 1 : Listening

Test 2 : Speaking

Test 3 : Reading

Test 4 : Listening

Test 5 : Speaking

ESE: Only Reading, Writing and Vocabulary components from all 5 units

Question Paper pattern for ESE

Section A: $5 \times 2 = 10$ marks

Section B: $4/6 \times 5 = 20$ marks

Section C: $2/3 \times 10 = 20$ marks Total = 50 Marks

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	CREDIT
RM23C07	RETAILING IN GLOBAL ERA	Theory	103	2	-	5

Preamble

- 1.To provide an in depth understanding of global retailing and opportunities for retailing in global era.
2. To equip students with the knowledge and skills to analyse consumer behaviour in global market place and retail marketing strategies.
3. To enable students to adopt technology and innovation in retail with Industry 5.0 and human centric retailing.
4. To prepare students for the evolving future trends of retailing by exploring role of AI, AR, VR, contactless payments and digital wallets worldwide.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Demonstrate a comprehensive understanding of global retailing major trends shaping the global retail industry, challenges and opportunities for retailing in global era.	K1
CLO2	Analyse consumer behaviour in global market place and apply global marketing strategies to enhance consumer engagement and loyalty through digital channels.	K2
CLO3	Develop and implement innovation and technology in retail such as e-commerce, mobile commerce and employ industry 5.0 for human centric retailing.	K3
CLO4	Adapt to the dynamic landscape of future retail by exploring role of AI, AR,VR, contactless payments, digital wallets and data privacy.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	M	S	S
CLO3	S	S	S	S	S
CLO4	S	S	S	L	S

S-Strong; M-Medium; L - Low

SYLLABUS

UNIT – I (20Hours)

Introduction to Global Retailing – ***Concept*** – Scope – Globalization and its impact on retail markets – Key stakeholders in the global retail ecosystem - ***Major trends shaping the global retail industry*** – Challenges – Opportunities for retailing in Global Era.

UNIT – II (21 Hours)

Understanding Consumer Behaviour in Global Market place – Cultural differences – Consumer preferences – ***Consumer Segmentation*** - Targeting – Market – Cross-cultural consumer behaviour analysis - Sales forecasting - Leveraging social media and Influencers in global retailing - ***Enhancing consumer engagement and loyalty through digital channels***.

UNIT – III (21Hours)

Retail Marketing Strategies – Global retail branding – Positioning – ***Multi-channel retailing strategies*** – Omni-channel retailing strategies – Retail merchandising - Pricing strategies – ***Global Supply Chain management strategies*** – Emerging Technologies transforming supply chain management: IoT, blockchain, AI - Leveraging data analytics for supply chain optimization.

UNIT – IV (21Hours)

Technology and Innovation in Retail – Role of technology in transforming retail operations - ***E-commerce and digital retailing trends*** - Key drivers in global e-commerce markets - E-commerce platforms and market places: – Amazon, Alibaba, eBay, Shopify – ***Mobile commerce trends in different regions*** – Mobile app localization and Optimization – Mobile payment system and cultural consideration – Industry 5.0 and Human centric retailing.

UNIT – V (20Hours)

Future Trends of Retail – ***Role of AI in personalization*** – AI driven marketing - pricing - supply chain optimization – Applications of AR and VR technologies in retail environments – ***Adoption of Contactless payments and Digital wallets worldwide*** – Data privacy and consumer trust.

***Highlighted Text offered in blended mode (Links Provided)**

(Case studies for Internal Evaluation only)

Text Books:

Sl. No.	Authors(s)	Title of the Book	Publisher	Year & Edition of Publication
1	Michael Levy and Barton A. Weitz, Dhruv Grewal	Retailing Management	Mc Graw Hill	2023, 10 th Edition
2.	Teki Yaswanth Kumar Prof N Kishore Babu	Fundamentals of Retail Management	Shree Krishna Production	2024, 1 st Edition
3	Brenda Sternquist; Elizabeth B. Goldsmith, Fairchild	International Retailing	Fairchild	2020, 3 rd Edition

Reference Books:

Sl.No.	Authors(s)	Title of the Book	Publisher	Year & Edition of Publication
1	Swapna Pradhan	Retailing Management: Text and Cases	Mc Graw Hill	2020, 6 th Edition
2	Barry Berman	Retail Management	Pearson	2022, 13 th Edition
3	Pinki and Aryan	Retailing Management	Sankalp Publication	2023, 1 st Edition

Blended Learning Links

S.No.	Topic	Blended Learning Links
1	Global retailing concept	https://www.youtube.com/watch?v=1Z4gKHSG4GI
2	Major trends shaping the global retail industry	https://www.youtube.com/watch?v=RZyoz2poYuk
3	Consumer Segmentation	https://www.youtube.com/watch?v=zPJtDohab-g
4	Enhancing consumer engagement and loyalty through digital channels	https://www.sap.com/assetdetail/2021/09/9032cb58-fa7d-0010-bca6-c68f7e60039b.html
5	Multi-channel retailing strategies	https://www.youtube.com/watch?v=Uv8bs2f49Ns
6	Global Supply Chain management strategies	https://www.youtube.com/watch?v=_8c7O8bcmhs
7	E-commerce and digital retailing trends	https://elogic.co/blog/ecommerce-future-trends-you-should-definitely-watch/
8	Mobile commerce trends in different regions	https://elogic.co/blog/what-is-mobile-commerce-and-why-you-should-invest-in-it-in-2022/
9	Role of AI in personalization	https://www.youtube.com/watch?v=OFIRx3M_4CI
10	Adoption of Contactless payments and Digital wallets worldwide	https://www.youtube.com/watch?v=AhwiE30Uj7E

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	CREDIT
BB23C08	MARKETING MANAGEMENT	Theory	73	2	-	3

Preamble:

- To provide fundamentals of marketing and marketing environment in business world.
- To assess the importance of product and brand perspective
- To assess the pricing strategies, marketing segmentation and positioning to attain competitive advantage
- To analyse, select marketing channels and promotion aspects
- To analyse the latest developments in marketing and its application

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Recognize and recall the concepts in marketing, functions And marketing environment.	K1
CLO2	Understand the implications of product management, pricing strategies, distribution channels, branding, packaging, and segmentation in effectively marketing goods and services.	K2
CLO3	Apply the acquired knowledge of marketing concepts and Market information to conduct market research, critically assessing the evolving market landscapes.	K3
CLO4	Analyze marketing strategies and apply contemporary developments in marketing to facilitate informed Marketing decisions.	K4

Mapping with programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	M	S	S	M	M

S-Strong; M-Medium

SYLLABUS

UNIT–I (15Hours)

Introduction to Marketing: Meaning, Definition and Nature of Marketing- Objectives and Characteristics - Marketing Functions-Factors -Marketing Environment–Micro and Macro - Buyer Behavior- Factors - Buyer decision-making process and decision-making roles - Consumer vs Organizational buyers - Buyer behavior and Marketing strategies-Future Ready Marketing.

UNIT–II (15Hours)

Product: Introduction, Characteristics and Product Policy - Product Classification and Levels-Productmix–ProductPersonalizationandCustomization-NewProductDevelopment- Product Life Cycle - Adoption process - Rate of adoption in new products. Branding, Packaging & Labelling- Definition, Need and Importance

UNIT–III (14Hours)

Pricing: Introduction – Objectives - Factors - Methods and - Pricing strategies and Price adjustment strategy Market Segmentation – Targeting and Positioning - Introduction - Importance–Steps–Elements-Strategies.

UNIT–IV (14Hours)

Channel of Distribution: Introduction - Objectives- Functions- Types- Level- Selection - Factors -Intermediaries- Channel Management decisions – Omni channel distribution. MarketingResearch-Objectives-Elements-MarketingInformation-Intelligence– Importanceandrolein informed decision making

UNIT–V (15 Hours)

Recent Developments in Marketing: Introduction and Role of Digital Marketing – Digital marketing Analytics –Search Engine Optimization(SEO)-Search Engine Marketing(SEM) - Email Marketing - Mobile Marketing - Content Marketing - Marketing Metrics-Relationship Marketing. AI Integration in Marketing-Social, Ethical and Legal Aspects of Marketing

Case study (internal valuation only)

Textbooks:

Sl.No	Author (s)	Title of the Book	Publisher	Year & Edition of Publication
1	Philip Kotler, Kevinlane Keller, Alexander Chernev, Jagdish N.Sheth & G.Shainesh	Marketing Management-Indian Case Studies Included	Pearson Publishers,	2022 , 16 th Edition
2	Greg Marshall and Mark Johnston	Marketing Management	McGraw-Hill,	2023, 4 th Edition
3	Rajan Saxena	Marketing Management	McGraw-Hill,	2019, 6 th Edition

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year & Edition of Publication
1	Neeru Kapoor	Principles of Marketing	Prentice Hall India,	2022, 2 nd Edition
2	Ramasamy and S. Nama kumari	Marketing Management: Indian Context Global Perspective	Sage Publications India Pvt Ltd;	2018, 6 th edition

Coursera Links:

Unit1 to5	https://www.coursera.org/learn/wharton-marketing
	https://www.coursera.org/learn/marketing-customers
	https://www.coursera.org/learn/fundamentals-of-marketing-strategy
	https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce
	https://www.coursera.org/learn/marketing-analytics?specialization=digital-marketing#modules
	https://www.coursera.org/learn/marketing-channels?specialization=digital-marketing#modules
	https://www.coursera.org/specializations/marketing-strategy#courses
	https://www.coursera.org/learn/brand-management#modules
	https://www.coursera.org/learn/positioning
	https://www.coursera.org/learn/marketingchannelfunctions
	https://www.coursera.org/learn/uva-darden-artificial-intelligence-marketing

COURSE CODE-	COURSE NAME	Category	L	T	P	Credit
RM23A01	FUNDAMENTALS OF ECONOMICS	Theory	73	2	-	4

Preamble

1. To familiarize the students with elementary concepts of Economics.
2. To acquaint the students with tools and techniques those are useful in their profession in Managerial Decision Making which will enhance their employability.
3. To gain understanding of some Macroeconomic concepts to improve their ability to understand the business climate.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Remember concepts of Demand, Supply, Cost, Revenue, National Income and Inflation.	K1
CLO2	Identify and describe the Production function, pricing cost minimization techniques and relevant theories.	K2
CLO3	Describe the scope of Economics, Economies of Scale, Equilibrium and Balance of Payments.	K3
CLO4	Critically evaluate the basic demand and supply model to determine an equilibrium price and quantity, changes to equilibrium price and quantity, and their impact on resource allocation.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	M	S	S
CLO4	S	M	S	S	S

S- Strong; M-Medium

SYLLABUS

UNIT- I (15 Hours)

Meaning and Definition of Economics, Nature and Scope of Economics, Firm- Industry- Objectives of firm- Profit Maximization-Social responsibilities of firm- ***Demand-Meaning- Types*-**Law of demand- Elasticity of Demand- Measurement of Elasticity of Demand –Types and Methods- AI driven demand forecasting.

UNIT - II (15 Hours)

Production- Importance of Production-Factors of Production- Production function- ***Least cost combination- Types of Utility-Law of Returns- Law of Variable Proportions***- Returns to scale- Economies of Scale- Law of Supply- Elasticity of Supply - Cost and Revenue- Concepts and curves.

UNIT - III (16 Hours)

Market- Meaning- Types- Equilibrium of the firm- Industry- ***Fundamentals of Pricing-Pricing under perfect competitions***- Monopoly- Price Discrimination- Pricing under Monopolistic Competition- ***Pricing under Oligopoly – Pricing under Duopoly-The Four Step Process***, Price Ceilings and Price Floors- Application of AR and VR in pricing strategies.

UNIT – IV (16 Hours)

Distribution- Factor Pricing- Marginal Productivity theory - Wages- Determination of wages-***Causes for wage difference- Trade Union and wages- Rent- Ricardian theory rent***- Quasi – Rent-Modern theory of rent- Interest- Profit – ***Theories of Profit-Unemployment***-Compute Unemployment Rate- Patterns of Unemployment- Changes in Unemployment over the Short Run- Changes in Unemployment over the Long Run.

UNIT - V (11 Hours)

National Income- Concepts- measurement – ***Problems- Uses– Leveraging Big Data Analytics and Machine Learning Techniques to measure National Income- Inflation-Types***- Causes and Control – ***Trade Cycle – Stages of trade cycle-Balance of Payments***-Inflation-Tracking Inflation- Measuring Changes in the Cost of Living- Current trends in inflation in India.

*** Highlighted text offered in blended mode. (Links Provided)**

Text book:

Sl. No.	Author(s)	Title of the Book	Publisher	Year & Edition of Publication
1.	N. Gregory Mankiw	Principles of Economics	Cengage Learning	2024, 10 th Edition

Reference Books:

Sl.No	Author(s)	Title of the Book	Publisher	Year & Edition of Publication
1.	H.L Ahuja	Business Economics	Sultan Chand & Sons	2022, 15 th Edition
2.	Dr. S.Sankaran	Business Economics	Margham Publication	2022, 3 rd Edition
3.	Kaveri, SudhaNayak, Girija & Meenakashi	Business Economics	Sultan Chand & Sons	2020, 6 th Edition

Blended Learning Topics:

S. No	Unit	Topic	Link
1.	I	Demand- Meaning- Types	https://onlinecourses.swayam2.ac.in/cec20_hs26/preview
2.	II	Least cost combination- Types of utility-Law of Returns- Law of Variable Proportions	https://archive.nptel.ac.in/courses/110/101/110101149/
3.	II	Law of Supply- Elasticity of Supply	https://onlinecourses.swayam2.ac.in/cec22_hs35/preview
4.	III	Fundamentals of pricing- Pricing under perfect competitions	https://onlinecourses.swayam2.ac.in/imb22_mg04/preview
5.	III	Pricing under Oligopoly – Pricing under Duopoly-The Four Step Process	https://onlinecourses.swayam2.ac.in/cec22_hs35/preview
6.	IV	Causes for wage difference- Trade Union and wages- Rent- Ricardian theory rent	https://onlinecourses.nptel.ac.in/noc22_mg103/preview
7.	IV	Theories of Profit- Unemployment Compute	https://onlinecourses.swayam2.ac.in/cec20_hs43/preview
8.	V	Problems- Uses- Inflation- Types-	https://onlinecourses.swayam2.ac.in/cec22_hs49/preview
9.	V	Trade Cycle- Stages of trade cycle – Balance of Payments	https://onlinecourses.swayam2.ac.in/cec22_hs49/preview

COURSE CODE-	COURSE NAME -	Category	L	T	P	Credit
RM23SB01	SBS-RETAIL ANALYTICS	Theory	41	4	-	3

Preamble

1. To achieve and establish vital understanding of retail analytics in business.
2. To institute the concept and applications of retail analytics in business environment.
3. To exhibit knowledge of basics in R-programming.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Recall and identify the importance of retail analytics, data collection and generation in retail business.	K1
CLO2	Explain data integration and modeling techniques.	K2
CLO3	Apply retail analytics concepts and data analysis in R programming.	K3
CLO4	Analyze programming basics in Array, Vectors and Matrices.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	M
CLO3	S	S	M	S	S
CLO4	S	S	S	S	S

S- Strong; M-Medium

SYLLABUS

UNIT – I (8 Hours)

Introduction to Retail Analytics: Meaning of Retail Analytics – Benefits of retail analytics- Concept of product terminology – Types of retail analytics – Retail channel and formats-Commonly deployed analytics in retail.

UNIT – II (8 Hours)

Data: Data Collection - Data Management- Big Data Management–Challenges- Data Generation Sources - Typical RSCA Process - Data in RSCA - Analytical Techniques in RSCA context - Data Analytics & Decision-Making Models - Applications of IoT in Retail.

UNIT - III (8 Hours)

Retail Analytics Applications: Business Intelligence – Sales forecasting – Methods- Demand forecasting – Unified advanced retail analytics - Retail analytics techniques- Trends and statistics of retail analytics.

UNIT – IV (9 Hours)

R programming basics- Environment setup with R Studio, R Commands, Variables and Data Types, Control Structures, Array, Matrix, Vectors, Factors, Functions, R packages.

UNIT – V (8 Hours)

Basics of R Syntax - organize and modify data in R using data frames - Prepare data for analysis in R - Basics of joining tables together in R.

Text Book:

S. No	Author	Book name	Publisher	Year & Edition of Publication
1.	Hadley Wickham	R for Data Science	O'Reily Media,	2023, 2 nd Edition

Reference Books:

S. No	Author	Book name	Publisher	Year & Edition of Publication
1.	Emmett Cox	Retail Analytics	Wiley	2021 2 nd Edition
2.	Haydn Thomas - Demonoid	Business Analysis Fundamentals	Pearson	2020, 3 rd Edition

Course Code	Course Name	Category	L	T	P	Credit
CS23SBGP	SBS I - Gen-AI	Practical	-	1	44	3

Preamble

The objective of this course is to understand the breadth and depth of Generative Artificial Intelligence (Gen AI) and to impart knowledge on its ethical implications, practical applications, and emerging trends.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the fundamental concepts and ethical considerations of Generative AI.	K2
CLO2	Apply AI principles in practical settings using basic AI tools and platforms	K3
CLO3	Develop advanced skills in specialized AI applications such as text analysis, natural language processing, and image recognition.	K3
CLO4	Explore emerging trends in AI, integrating advanced AI tools into diverse professional practices.	K4

Mapping with Programme Learning Outcomes

CLOs	PO1	PO2	PO3	PO4	PO5
CLO1	S	S	S	S	M
CLO2	S	S	S	S	S
CLO3	S	S	M	S	S
CLO4	S	M	S	M	S

S- Strong; M-Medium;

SBS I: Gen-AI - CS23SBGP

(44 Hrs)

Unit 1: Introduction to Gen AI

(9 hours)

Understanding Gen AI: Definition and scope of Gen AI - Overview of its applications in various fields - Introduction to essential skills needed for Gen AI. Ethical Considerations: Discussion on ethical guidelines and responsible use of AI - Understanding the impact of AI on society and individuals.

Hands-on Activity: Exploring AI Tools

- Working with appropriate content creation Gen-AI tools to engage with ChatGPT to explore various subjects, simulate interviews, or create imaginative written content.

- Working with appropriate writing and rephrasing Gen-AI tools to drafting essays on designated topics and refining the content with improved clarity, coherence, and correctness.

Unit 2: Basic AI Concept (8 hours)

Introduction to AI: Basic concepts and terminology of artificial intelligence - Examples of AI in everyday life - Real-world examples of AI applications in different domains. Machine Learning Basics: Understanding the principles of machine learning - Overview of supervised and unsupervised learning.

Hands-on Activity: Simple AI Projects

- Working with appropriate educational content creation Gen-AI tools to generate quizzes and flashcards based on classroom material.
- Working with appropriate language learning Gen-AI tools to practice and enhance language skills through interactive exercises and games across multiple languages.

Unit 3: AI in Practice (9 hours)

Text Analysis and Natural Language Processing (NLP): Introduction to NLP concepts and techniques - Hands-on exercises analyzing text data and extracting insights. Image Recognition and Processing: Basics of image recognition algorithms and techniques - AI Tools for Text and Image Processing

Hands-on Activity: Text and Image Projects

- Working with appropriate image processing Gen-AI tools to experiment with AI-generated images.
- Working with appropriate object recognition Gen-AI tools to identify various objects such as text, images, products, plants, animals, artworks, barcodes, and QR codes.

Unit 4: AI for Productivity and Creativity (9 hours)

AI-enhanced Productivity and creativity Tools: Overview of productivity and creativity tools enhanced with AI capabilities - Tips for integrating AI into daily tasks and workflows. AI and Jobs: Exploring how AI impacts jobs and industries - Discussion on opportunities and challenges - Exploration of AI-powered creative tools and applications.

Hands-on Activity: Productivity and Creativity

- Working with appropriate content creation Gen-AI tools to generate interactive videos / blog posts / art / drawing / music and storytelling experience.
- Working with appropriate resume generation Gen-AI tools to create professional resumes efficiently.

Unit 5: Future of Gen AI and Final Project (9 hours)

Emerging Trends in Gen AI - Applications of Generative AI - Ethical and Societal Impact of Gen AI - Future Directions and Challenges - Case Studies in Generative AI.

Hands-on Activity: Trends in Gen AI

- Working with appropriate speech generation Gen-AI tools to customize synthetic speech for virtual assistance across different applications.

- Working with appropriate data analysis Gen-AI tools to perform data analysis, visualization, and predictive modeling tasks.
- Working with appropriate Gen-AI design tools to simplify the creation of visually appealing presentations.
- Working with appropriate website builder Gen-AI tools to develop professional websites with AI assistance.

Pedagogy

Demonstration of AI Tools, Lectures and Case studies.

Evaluation pattern for Gen-AI

Quiz	: 50 Marks (5 quizzes with each 10 marks)
Case study	: 25 Marks
Online Exam	: 25 Marks (Departments to plan and conduct the exam)
Total	: 100 Marks

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BB23C09	FINANCIAL MANAGEMENT	Theory	88	2	-	5

Preamble

1. To understand the basic concepts, principles and objectives of financial management.
2. To deepen knowledge on all the components of the financial environment of business.
3. To equip necessary skills to take decisions on various financial matters.
4. To convey sufficient knowledge for organizing financial transaction effectively.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the basic concepts of financial management to gain a broader understanding of the objectives of financial management and to identify different sources of finance including digital money.	K1
CLO2	Recognize how the time value of money, cost of capital, capital structures, capital budgeting, working capital, dividend and analytical decisions are used for financial management.	K2
CLO3	Apply the financing decisions by implementing the tools such as time value of money, cost of capital, capital structures, capital budgeting and working capital management techniques for management of financial resources.	K3
CLO4	Analyze and apply the critical thinking skills for effective decision-making by using various financial management tools, techniques and analytics functions for efficient financial planning and forecasting.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	L	S	S
CLO2	S	S	M	S	S
CLO3	S	S	S	M	S
CLO4	S	S	S	S	L

S-Strong; M-Medium; L-Low

SYLLABUS

UNIT – I-Theory and Problems (18Hours)

Financial Management: Meaning of Finance – Definition and Scope of Finance Function – Introduction to Financial Management - ***Objectives of Financial Management*** – Financial Management lessons from Arthasasthra – Role of AI in Financial Management - Time Value of Money– Present Value, Future Value, Lump Sum & Annuity (Simple problems) - ***Source of Finance*** - Long Term-Equity – Preference – Debt – Short Term Bank and Non- Bank Sources - Financial Planning and Forecasting – Basics of Risk and Return - Introduction to Digital Currency and Crowd funding.

UNIT – II-Theory and Problems (17 Hours)

Financing Decision: Introduction - ***Cost of Capital*** – Cost of Specific Sources of Capital – Equity – Preferred Stock – Debt – Reserves – Weighted Average Cost of Capital (Simple problems).

UNIT – III-Theory and Problems (18 Hours)

Capital Structure: Introduction - ***Factors Influencing Capital Structure*** – Approaches – MM – Optimal Capital Structure – CAPM – Operating Leverages and Financial Leverage (Simple problems). ***Dividend and Dividend Policy***: Types of Dividend Policies - Forms of Dividend.

UNIT – IV-Theory and Problems (17 Hours)

Capital Budgeting: Introduction - ***Factors Affecting Capital Expenditure*** -Methods of Appraisal-Pay Back – ARR – NPV – IRR- Profitability Index. (Simple problems).

UNIT – V-Theory (18 Hours)

Working Capital Management: Meaning – ***Classification – Importance– Determinants of Working Capital***- Working Capital Financing - Importance and Types. Cash Management: Motives for Holding Cash – ***Objectives of Cash Management***. Receivables Management: Meaning and Objectives– Credit policies. Financial Analytics: Meaning– Significance. Introduction to Fintech – Fintech Techniques and Tools– Application and Future of Fintech.

Note: Simple problems from Unit I, II, III and IV (Theory 50 % and Problems 50 %)

*** Highlighted Text offered in blended mode. (Links Provided)**

Text Books:

Sl.No.	Author(s)	Title of the Book	Publisher	Year & Edition
1.	Sharma RK, Gupta SP & Neeti Gupta	Financial Management Theory and Practice	Kalyani Publications	2023 10 th Edition
2	S.N. Maheshwari	Financial Management Principles & Practice	Sultan Chand & Sons	2024 1 st Edition

Reference Books:

Sl.No.	Author(s)	Title of the Book	Publisher	Year & Edition
1.	MY Khan & PK Jain	Financial Management	Tata McGraw Hill Publishing	2018 8 th Edition
2.	I.M. Pandey	Financial Management	Pearson Education	2022 5 th Edition
3.	Prasanna Chandra	Financial Management Theory & Practice	McGraw Hill	2022 11 th Edition
4.	Chandrahauns Chavan, Atul Patankar	Introduction to Fintech	Pearson Education	2024 1 st Edition

Blended Learning Links

Sl.No.	Unit	Topic	Links
1	I	Objectives of Financial Management	NPTEL Video: https://www.youtube.com/watch?v=CCQwz_Gwo6o&t=15s
2		Source of Finance	https://www.youtube.com/watch?v=Jj0LJQlee14 https://www.youtube.com/watch?v=MjeihB5Tjn4
3	II	Cost of Capital	https://www.youtube.com/watch?v=sjLJKfbpJ7Q https://www.youtube.com/watch?v=hJ3G5BCU_1Q
4	III	Factors Influencing Capital Structure	https://youtu.be/0wBkjFkR-xg https://youtu.be/sSdDej6jpBs https://youtu.be/66mVh8NN4ds
5		Dividend and Dividend Policy	https://www.youtube.com/watch?v=4Z9AlZVYsEg
6	IV	Factors affecting capital budgeting	https://youtu.be/g6UCv4rkZ_Y https://www.youtube.com/watch?v=r93pyYGGJCLQ https://www.youtube.com/watch?v=S3DGODVeSql
7	V	Classification and Importance of Working Capital	https://youtu.be/_7vRfFkKb5k
8		Determinants of Working Capital	https://youtu.be/4KRUjhvwZ1M
9		Objectives of Cash Management	https://www.youtube.com/watch?v=XUVhuqlg6G0

Pedagogy:

Lecture by chalk and talk, power point presentation, e-content, group discussion, assignment, case study, quiz, peer learning, seminar, problems and exercises

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	CREDIT
RM23C10	SUSTAINABLE BUSINESS	Theory	88	2	-	4

Preamble

1. To understand the concept of sustainable development and its relevance to the business environment.
2. To examine the strategies and challenges related to sustainable business
3. To develop the knowledge and skills necessary to integrate sustainability principles into business
4. To create a more sustainable and responsible business environment.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify the principles and concepts of sustainable business.	K1
CLO2	Review the impact of sustainable business practices on corporate social responsibility and long-term business performance.	K2
CLO3	Apply sustainable business strategies to address global sustainability challenges and ethical dilemmas in business operations	K3
CLO4	Analyze the role of sustainable marketing, supply chain management, and corporate governance in fostering sustainable business practices.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	M	S
CLO3	S	M	S	S	S
CLO4	S	S	S	S	L

S-Strong; M-Medium; L- Low

SYLLABUS

UNIT – I (18 Hours)

Introduction to Sustainable Business – Key Concepts – Perspectives on Sustainability – Environmental, Social, Economic, Stakeholders and Ethical Perspectives – Principles of Sustainability - Models - Ethical Investment Strategies - Digital Transformation – SDG: Introduction - Impact of Sustainable Development Goals on business practices- ***Sustainable practices in Ancient Indian Business***

UNIT – II (18 Hours)

Designing Sustainable Business Models – Concept and Technologies – Exploring IoT enabled strategies to drive sustainable consumption- Financial Viability-Sustainable Business Strategies and Corporate Social Responsibility - *** Circular Economy Strategies*** - Integration of Artificial Intelligence in Sustainable Business Models.

UNIT – III (18 Hours)

Sustainable Marketing and Sustainable Supply Chain- Sustainable Product Development and Green Marketing Strategies - Sustainable Packaging Solutions – Green Product Certifications and Standards - Sustainable Entrepreneurship and Innovation- ***Sustainable Operations Management***- Branding and Communication for Sustainable Business

UNIT – IV (17 Hours)

Global Sustainability Challenges and Policies - Global Water Management - Climate Change Mitigation and Adaptation Strategies - AI for Climate Risk Assessment and Disaster Management – ***Sustainability and Leadership*** - Sustainability in Global Human Resource Management (HRM) - ESG

UNIT – V (17 Hours)

Creating sustainable Business practice – Integrating Industry 4.0 - Government regulation and policy – ***Environmental Management System ***– The Role of Smart Cities in Sustainable Business Practices – Life Cycle Sustainability Assessment (LCSA)

***Highlighted Text offered in blended mode.**

Text Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication & Edition
1	Helen Kopnina, Rory Padfield and Josephine Mylan	Sustainable Business – Key issues (Third Edition)	Taylor & Francis	2023 & 3 rd edition
2	Vladimir Obradović	Sustainable Business Change Project Management Toward Circular Economy	Springer International Publishing	2023 & 1 st edition
3	Rishi Raj Sharma, Tanveer Kaur, Amanjot Singh Syan	Sustainability Marketing New Directions and Practices	Emerald Publishing Limited	2021 & 1 st edition

Reference Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication & Edition
1	Kevin Duncan, Sarah Duncan	The Sustainable Business Book Building a Resilient Modern Business	LID Publishing	2023 and 1 st edition
2	Margaret Robertson	Sustainability Principles and Practices	Routledge	2021 and 3 rd Edition

Blended Learning Links:

Sl.No	Authors(s)	Title of the Book
1	What links business, ethics and sustainability	https://www.youtube.com/watch?v=y1glNAGltw8
2	Corporate Social Responsibility	https://www.youtube.com/watch?v=ZKUglISlgwI
3	Consumer Behavior and Ethical Consumption Patterns	https://www.youtube.com/watch?v=h1XuFc7LSWY
4	Sustainability and Leadership	http://nitttrc.edu.in/nptel/courses/video/109105190/L47.html
5	Environmental Management System	http://surl.li/mvgmw
6	Sustainable practices in Ancient Indian Business	https://www.youtube.com/watch?v=gsUxjFs_UJo

Pedagogy:

Lecture by chalk and talk, power point presentation, e-content, group discussion, assignment, quiz, peer learning, seminar, case study.

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	CREDIT
IB23A02	TAXATION	Theory	73	2	-	4

Preamble

1. To understand the basic concepts and definitions under the Income Tax Act, of 1961.
2. To Acquire knowledge about the Computation of Income under different heads of Income.
3. To provide taxation Compliance in the Digital Age
4. To Prepare students to understand the importance of Direct Tax, GST and Customs Act in Indian tax

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Define key terms and to know how income is assessed and to have an understanding of basic tax concepts and their applications	K1
CLO2	Compute income from Salary and House Property	K2
CLO3	Apply to have adequate knowledge and understanding of computing Business and Profession Income and Capital Gains	K3
CLO4	Understand the inter-state transactions and imported goods or services, and an Integrated GST (IGST) ,	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	M	S
CLO3	S	M	S	S	S
CLO4	S	S	S	L	S

S-Strong; M-Medium; L- Low

SYLLABUS

UNIT – I (14 Hours)

Income Tax Act 1961 - Basic Concepts and Definitions – Scope, Objectives & Canons of Taxation -*** Direct And Indirect Taxes*** - Varied Categories of income- Basis of Charge- Residential status -Incidence of Taxation (Simple Problems) -***Exempted Income (Theory only)***.

UNIT – II (15 Hours)

Computation of Income under Salary – Allowances – Perquisites (Simple Problems).***Income from House Property***- Let out and Self Occupied House Property- Computation of Income from House Property and Deductions u/s 24 (Simple Problems)

UNIT – III (15 Hours)

Capital Gains- Computation of Capital Gains and Exemptions u/s 54 (Simple Problems) – *** Income from Business and Profession***(Simple Problems).

UNIT – IV (15 Hours)

Customs Act - Introduction, Definitions, Objectives - Functions and powers of customs authorities, different types of custom duties - Classification of goods, procedure for assessment and methods of valuation for customs – ***Exemptions from Customs duty***– Clearance of goods.

UNIT – V (14 Hours)

Introduction: GST – Concept - Overview-Features- Benefits – ***Types of GST*** - Exemption from GST, GST tax rate - Procedure for GST online registration – Penalties for not completing GST - GST Return - Steps for filing GST returns - Kinds of GST return forms - Concept of Supply: Meaning, Features, Types - exempt supply - Levy and collection of Tax – AI in GST Compliance and Return Filing.

(Theory and Problems in the ratio of 60% & 40% respectively.)

***Highlighted Text offered in blended mode**

Text Books:

S.NO	Authors(s)	Title of the Book	Publisher	Year of Publication and Edition
1	V.P. Gaur, D.B. Narang, Puja Gaur, and Rajeev Puri	Income Tax Law & Practice Assessment Year 2024-25	Kalyani Publishers	2024 and 52 nd edition
2	Prof. Preeti Rani Mittal, Dr. Anshika Bansal	Income Tax – Law and Practice Assessment Year 2024-25	Sultan Chand and Sons	2024 and 1 st edition
3	Dr. H.C. Mehrotra, Prof. V.P. Agarwal	Goods and Services Tax (G.S.T.) & Customs Duty	Sahitya Bhawan Publications	2023 and 11 th Edition
4	T. P. Mukerjee	Commentary on the Customs Act, 1962	Delhi Law House	2022 and 17 th Edition

Reference Books:

S.NO	Authors(s)	Title of the Book	Publisher	Year of Publication and Edition
1	R. K. Jain, CA Manoj Kumar Agarwal , CA Sanjeev S. Thakur, CA Nikhil Gupta	Income Tax Law & Practice with GST (Assessment Year 2024-25)	SBPD Publication	2024 and 25 th edition
2	CA Anoop Modi, CA Mahesh Gupta , CA Nikhil Gupta .	Goods And Services Tax (GST) Latest Edition	SBPD Publication	2022 and 1 st edition
3	Ramamurthy. S	Commentary on the Customs Act, 1962	Bloomsbury Professional India	2022 and 1 st Edition

Blended Learning Links:

S.No	Unit	Topic	Blended Learning Links
1	I	Direct and Indirect tax	https://www.youtube.com/watch?v=dqA2yO4sbvM
2	I	Exempted Income (Theory only).	https://www.youtube.com/watch?v=IkKPzy7VDOW
3	II	Income from House Property	https://www.youtube.com/watch?v=1lqvHOLoJO0
4	III	Income from Business and Profession	https://www.youtube.com/watch?v=vDrYBJReG5Q
5	IV	Exemptions from Customs duty –	https://www.youtube.com/watch?v=_s1C1XyM8kQ
6	V	Types of GST	https://www.youtube.com/watch?v=2v5gnpwBSBQ

Pedagogy:

Lecture by chalk and talk, power point presentation, Exercises, e-content, group discussion, assignment, quiz, peer learning, seminar, case study, problems and exercises.

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	CREDIT
RM23A02	SOURCING MANAGEMENT	Theory	73	2	-	4

Preamble

1. To enable the students to understand the elementary concepts of sourcing and sourcing management.
2. To help the students develop the skills and knowledge in suppliers' selection, evaluation, price determination, and negotiation in sourcing.
3. To enlighten the students about global sourcing and its importance.
4. To inculcate the students about the importance of information technology in sourcing management.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the importance of sourcing and sourcing management.	K1
CLO2	Identify potential suppliers and negotiate the terms and conditions for effective sourcing.	K2
CLO3	Describe global sourcing strategies, legal considerations, and the role of the global trade management system.	K3
CLO4	Analyse and apply the appropriate technology in sourcing management.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	L	S
CLO3	S	S	M	S	S
CLO4	S	M	S	S	S

S-Strong; M-Medium; L- Low

SYLLABUS

UNIT – I (14 Hours)

Sourcing – Meaning – Sourcing Vs Procurement – Objectives – Principles – Types – Role of Sourcing in Supply Chain - ***Sourcing Process*** – Sourcing Strategies – Supplier Relationship Management – Importance – Opportunities – Challenges - *** Green Sourcing Strategies*** – E-Sourcing – Supplier Delivery, RFQ, RFP, Auctions.

UNIT – II (15 Hours)

Supplier Selection and Evaluation – Identifying Potential Supplier – Supplier Database– Supplier Segmentation – Supplier Selection Process – Criteria for Assessing Supplier Performance – ***Supplier Evaluation Metrics*** – Supplier Performance Measurement – Balanced Scorecard – Vendor Rating Systems – Performance Dashboards – *** Supplier Relationship Management (SRM) Systems in the Digital Age - AI and Machine Learning**

UNIT – III (15 Hours)

Price Determination and Negotiation – Pricing Objectives – Factors Influencing Pricing – Types of Pricing Strategies – Market Analysis – Cost Analysis – Supplier Cost Analysis – Total Cost of Ownership – Value-Based Pricing – Benchmarking – *** AI in Market and Cost Analysis*** – Negotiation in Sourcing: Types – Process - Skills for Successful Negotiation – *** AI-Powered Negotiation Bots***.

UNIT – IV (15 Hours)

Global Sourcing – Meaning – Importance – Challenges – Sustainability, Ethical Considerations in Global Sourcing– ***Criteria for Selecting Countries and Suppliers for Global Sourcing*** – Risk Assessment — Total Cost Analysis – Legal Frameworks – *** Blockchain for Transparency ***.

UNIT – V (14 Hours)

Role of Technology in Sourcing Management – Need – Importance – Benefits – Application of Technology: Supplier Portals – ***Market Intelligence Tools*** – Big Data – Integrating Market Intelligence with Supplier Portals -***Document Management**

***Highlighted Text offered in blended mode**

Text Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Ashley McDonough	Operations and Supply chain Management	Vibrant	2020 and 1 st edition
2	Kenneth Lyson & Brain Farrington	Procurement and Supply Chain Management	Pearson	2020 and 10 th edition
3	Selvan Athishtaraj V.	Basics of Strategic Sourcing	Notion Press	2020 and 1 st edition

Reference Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Jonathan O'Brien	Sustainable Procurement: A Practical Guide to Corporate Social Responsibility in the Supply Chain	Kogen Page	2023 and 1 st edition
2	Hans J. Dau	Strategic Sourcing: Theory and Practice	Mitchell Madison Group	2020 and 1 st edition
3	Cindy Brown	Strategic Sourcing and CATEGORY Management	Amazon Direct Publishing	2023 and 1 st edition

Blended Learning Links

S.No	Unit	Topic	Links
1	I	Sourcing Process	https://www.prokuria.com/post/sourcing-strategy-steps-effective-sourcing-process
3	II	Supplier Evaluation Metrics	https://www.youtube.com/watch?v=QI5PpY8xz3k
4		Supplier Relationship Management System	https://www.prokuria.com/post/supplier-relationship-management-platform-benefits
	III	AI in Market and Cost Analysis	https://www.youtube.com/watch?v=TLXn_GnArIk
5		AI-Powered Negotiation Bots	https://www.youtube.com/watch?v=vXP7L8sduis
7	IV	Criteria for Selecting Countries and Suppliers for Global Sourcing	https://www.aerostarmfg.com/
8		Blockchain for Transparency	https://blog.aajjo.com/post/blockchain-technology-in-procurement-and-supply-chain-management
9	V	Market Intelligence Tools	https://www.crayon.co/market-intelligence
10		Document Management System	https://www.youtube.com/watch?v=M57ZEnKDB-4

Pedagogy:

Lecture by chalk and talk, power point presentation, e-content, group discussion, assignment, quiz, peer learning, seminar, case study.

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	CREDIT
RM23SB01	RETAIL ANALYTICS	Theory	43	2	-	3

Preamble

1. To achieve and establish vital understanding of retail analytics in business.
2. To institute the concept and applications of retail analytics in business environment.
3. To exhibit knowledge of basics in R-programming.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Recall and identify the importance of retail analytics, data collection and generation in retail business.	K1
CLO2	Explain data integration and modeling techniques.	K2
CLO3	Apply retail analytics concepts and data analysis in R programming.	K3
CLO4	Analyze programming basics in Array, Vectors and Matrices.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	M
CLO3	S	S	M	S	S
CLO4	S	S	S	S	S

S- Strong; M-Medium

SYLLABUS

UNIT – I (9 Hours)

Introduction to Retail Analytics: Meaning of Retail Analytics – Benefits of retail analytics- Concept of product terminology – Types of retail analytics – Retail channel and formats- Commonly deployed analytics in retail.

UNIT – II (9 Hours)

Data: Data Collection - Data Management- Big Data Management–Challenges- Data Generation Sources - Typical RSCA Process - Data in RSCA - Analytical Techniques in RSCA context - Data Analytics & Decision-Making Models - Applications of IoT in Retail.

UNIT - III (9 Hours)

Retail Analytics Applications: Business Intelligence – Sales forecasting – Methods-Demand forecasting – Unified advanced retail analytics - Retail analytics techniques- Trends and statistics of retail analytics.

UNIT – IV (8 Hours)

R programming basics- Environment setup with R Studio, R Commands, Variables and Data Types, Control Structures, Array, Matrix, Vectors, Factors, Functions, R packages.

UNIT – V (8 Hours)

Basics of R Syntax - organize and modify data in R using data frames - Prepare data for analysis in R - Basics of joining tables together in R.

Text Book:

S. No	Author	Book name	Publisher	Year of Publication & Edition
1.	Hadley Wickham	R for Data Science	O'Reily Media,	2023, 2 nd Edition

Reference Books:

S. No	Author	Book name	Publisher	Year of Publication & Edition
1.	Emmett Cox	Retail Analytics	Wiley	2021, 2 nd Edition
2.	Haydn Thomas - Demonoid	Business Analysis Fundamentals	Pearson	2020, 3 rd Edition

Pedagogy:

Lecture by chalk and talk, power point presentation, e-content, R Programming, Lab

COURSE NUMBER	COURSE NAME	CATEGORY	L	T	P	CREDIT
NM23EII	Entrepreneurship and Innovation (Ignite X)	THEORY	30	-	-	2

Course Learning Objectives

1	Inspire; develop entrepreneurial mind-set and attributes; entrepreneurial skill sets for venture creation and intrapreneurial leadership
2	Apply process of problem-opportunity identification and validation through developing a macro perspective of the market, industries and customers while using design thinking principles.
3	Understand and analyse Customer and Market segmentation, estimation of Market size, Customer personae development and validation
4	Understand and Initiate Solution design, Prototyping for Proof of Concept. Understand MVP development and validation to determine Product-Market fit
5	Craft initial Business and Revenue models, financial planning and pricing strategy for profitability and financial feasibility of a venture. Understand relevance and viability of informal and formal funding with respect to different business models.
6	Understand and develop Go-to-Market strategies with a focus on digital marketing channels.
7	Understand and apply story telling skills in presenting a persuasive and defensible Venture Pitch.

Course Content

Unit I: Entrepreneurship Fundamentals & Context

Meaning and concept, attributes and mindset of entrepreneurial and intrapreneurial leadership, role models in each and their role in economic development. Gamified role play based exploration aligned to one's short term career aspiration and ambition. An understanding of how to build entrepreneurial mindset, skillsets, attributes and networks while on campus.

Core Teaching Tool: Simulation, Game, Industry Case Studies (Personalized for students – 16 industries to choose from), Venture Activity

Unit II: Problem & Customer Identification

Understanding and analysing the macro-Problem and Industry perspective, technological, socio-economic and urbanization trends and their implication on new opportunities. Identifying passion, identifying and defining problem using Design thinking principles. Analysing problem and validating with the potential customer. Iterating problem-customer fit. Understanding customer segmentation, creating and validating customer personas. Competition and Industry trends mapping and assessing initial opportunity.

Core Teaching Tool: Several types of activities including Class, game, Gen AI, 'Get out of the Building' and Venture Activity.

Unit III : Solution design & Prototyping, Opportunity Assessment and Sizing

Understanding Customer Jobs-to-be-done and crafting innovative solution design to map to customer's needs and create a strong value proposition. Developing Problem-solution fit in an iterative manner. Understanding

prototyping and MVP. Developing a feasibility prototype with differentiating value, features and benefits. Initial testing for proof-of-concept and iterate on the prototype.

Core Teaching Tool: Venture Activity, no code Innovation tools, Class activity

Unit IV : Business & Financial Model, Go-to-Market Plan

Introduction to Business model and types, Lean approach, 9 block lean canvas model, riskiest assumptions to Business models. Importance of Build - Measure – Lean approach Business planning: components of Business plan- Sales plan, People plan and Financial plan, Financial Planning: Types of costs, preparing a financial plan for profitability using financial template, understanding basics of Unit economics and analysing financial performance. Introduction to Marketing and Sales, Selecting the Right Channel, creating digital presence, building customer acquisition strategy. Choosing a form of business organization specific to your venture, identifying sources of funds: Debt & Equity, Map the Start-up Lifecycle to Funding Options.

Core Teaching Tool: Founder Case Studies – Sama and SecurelyShare; Class activity and discussions; Venture Activities.

Unit V: Scale Outlook and Venture Pitch readiness

Understand and identify potential and aspiration for scale vis a vis your venture idea. Persuasive Storytelling and its key components. Build an Investor ready pitch deck.

Core Teaching Tool: Class activity and discussions; Venture Activities.

References

1. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha (2020). Entrepreneurship, McGrawHill, 11th Edition.
2. Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business
3. Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons.
4. Chowdhry Ajay, (2023) Just Aspire: Notes on Technology, Entrepreneurship and the Future,
5. Simon Sinek (2011) Start With Why, Penguin Books limited
6. Brown Tim (2019) Change by Design Revised & Updated: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Business
7. Namita Thapar (2022) The Dolphin and the Shark: Stories on Entrepreneurship, Penguin Books Limited
8. Collins Jim, Porras Jerry, (2004) Built to Last: Successful Habits of Visionary Companies
9. Burlington Bo, (2016) Small Giants: Companies That Choose to Be Great Instead of Big
10. Saras D. Sarasvathy, (2008) Effectuation: Elements of Entrepreneurial Expertise, Elgar Publishing Ltd

Web Resources

- Learning resource- IgniteX Course Wadhwani platform (Includes 200+ components of custom created modular content + 500+ components of the most relevant curated content)

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BB23C11	COST AND MANAGEMENT ACCOUNTING	Theory	73	2	-	4

Preamble

1. To understand the fundamental concepts and principles of cost and management accounting.
2. To enhance knowledge of financial statements and their components through ratio analysis.
3. To develop the ability to interpret, analyze, and effectively utilize cost and management accounting information.
4. To communicate cost-related insights and management decisions effectively to stakeholders.

Course Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Define and explain key concepts, scope, objectives, and functions of cost and management accounting, along with ESG principles and sustainable accounting.	K1
CLO2	Identify and describe inventory management techniques, budgeting, fund flow analysis, and CVP analysis as essential planning and control tools.	K2
CLO3	Apply cost and management accounting techniques such as cost sheets, labor cost methods, ratio analysis, fund flow statements, and marginal costing in real-world scenarios.	K3
CLO4	Evaluate cost and management accounting tools, ESG reporting, and carbon reporting to make informed financial and strategic business decisions.	K4

Mapping with Programme Outcomes

COs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	L	S	S
CLO2	S	S	M	S	L
CLO3	S	S	M	S	S
CLO4	S	S	S	S	M

S- Strong; M-Medium; L-Low

UNIT – I **14 Hrs**

***Meaning- Definition – Scope – Objectives – Functions – Merits and Demerits of Cost and Management Accounting – Distinction between Cost, Management and Financial Accounting – Elements of Cost – *Cost Concepts and Cost Classification- Preparation of Cost Sheet.**

UNIT – II **15 Hrs**

***Inventory Control – Maximum, Minimum and Re-order levels – *EOQ –Pricing of material issues – FIFO, LIFO, Simple average and Weighted average price methods. Labour cost – remuneration – Time rate and Piece rate system- Halsey and Rowan Plan - Taylor's and Merrick's Differential Piece rate system.**

UNIT – III **16 Hrs**

***Ratio analysis – Liquidity, Profitability, Solvency, Efficiency, Capital Structure Ratios – *Preparation of Balance Sheet from Ratios- Dupont Analysis - Applications of AI in Management Accounting.**

UNIT – IV **14 Hrs**

***Fund Flow Analysis – Meaning & Scope - Difference between Fund Flow Statement & Balance Sheet – Preparation of Fund Flow Statement.**

UNIT – V **14 Hrs**

***Marginal Costing: Meaning – Importance - *CVP analysis – Key Factor- Application of Marginal Costing for Decision Making - *Budgets and Budgetary Control – Types of Budget-- Cash Budget – *Flexible Budget.**

Introduction to ESG Reporting & Sustainable Accounting - Carbon Reporting: Overview, Importance, and Global Standards (Theory Only).

*** Highlighted Text offered in blended mode (Links Provided)**

- Theory and problems in the ratio of 20% and 80% respectively

Textbooks

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	S.P. Jain, K.L. Narang, Simmi Agrawal, Monika Sehgal	Cost and Management Accounting	Kalyani Publisher	2025, 18 th Edn
2	M N Arora	Cost and Management Accounting	Sultan Chand & Sons	2024, 11 th Edn
3	Shashi. K. Gupta, R. K.Sharma & Neeti Gupta.	Cost and Management Accounting	Kalyani Publishers	2022, 15 th Edn
4	Gupta MP, Gupta Ajay	Cost and Management Accounting	Sultan Chand & Sons	2024, 2 st Edn

Reference Books

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Narang K.L. Jain S.P	Practical Problems in Cost Accounting	S. Chand & Company	2023, 19 th Edn
2	Shashi K. Gupta, R.K. Sharma & Neeti Gupta	Management Accounting	Kalyani Publishers	2023, 15 th Edn
3	Maheshwari S.N, CA Sharad K. Maheshwari, Dr Suneel K Maheshwari	Principles of Management Accounting	Sultan Chand & Sons	2021, 18 th Edn

Reference Links

NPTEL Web Links

1. Cost Accounting, Preparation of cost sheet, Management accounting, , Different types of Budgets & Marginal Costing :
<https://nptel.ac.in/courses/110/107/110107127/>
2. Introduction to Cost Accounting Classification of CostsMarginal Costing, Cost Volume Profit Analysis : [NPTEL :: Management - NOC: Cost Accounting](https://archive.nptel.ac.in/courses/110/101/110101132/#)
<https://archive.nptel.ac.in/courses/110/101/110101132/#>

Web-Links

1. AI in Accounting

- <https://futurefirm.co/ai-in-accounting/>
- <https://www.netsuite.com/portal/resource/articles/accounting/ai-in-accounting.shtml>
- <https://karbonhq.com/resources/ai-in-accounting/>

2. ESG & Carbon Reporting

- <https://www.greenbusinessbenchmark.com/archive/what-is-carbon-accounting>
- <https://portal.cemasys.com/blog/carbon-accounting-management/blog-carbon-accounting-standards/>
- <https://www.wolterskluwer.com/en/expert-insights/esg-carbon-emissions>

Blended Learning Links

S. No.	Unit	Topic	Blended Learning Links
1	I	Meaning- Definition – Scope	https://youtu.be/_z4-7xr6ur8
2		Cost concepts and Cost Classification	https://youtu.be/X3c4XOmP7AE
3		Preparation of Cost Sheet	https://youtu.be/PObHZkcPZN4
4	II	Inventory Control	https://youtu.be/U44RQAzf4NI
5		EOQ –Pricing of material issues	https://youtu.be/fFR1nYhF_iw
6	III	Ratio analysis	https://youtu.be/nY43DTjsKyo https://youtu.be/y132ILD4Vvg
7		Preparation of balance sheet from ratios.	https://youtu.be/Qw4HHMqX5I4
8		Dupont Analysis	https://youtu.be/hHuItcTJJcs
9	IV	Fund Flow analysis	https://youtu.be/n8VKcJxkUeo https://youtu.be/JI1WC7JB2Qo
10	V	Marginal Costing: Meaning-Importance	https://youtu.be/Ri1BQIACVpM
11		CVP analysis	https://youtu.be/dtnbWUXOwgI
12		Budgets and Budgetary Control	https://youtu.be/P_aSB60mR1s
13		Flexible Budget	https://youtu.be/mWlaxOGD-f4
14		Introduction to ESG Reporting & Sustainable Accounting	https://youtu.be/SAvjVYHgt4c

Pedagogy: Chalk & Talk, Lecture, Seminar, PPT, Activity Based

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BB23C12	MANAGEMENT INFORMATION SYSTEM	Theory	73	2	-	4

Preamble

1. To provide foundational knowledge on management information systems in organizations.
2. To explain how MIS supports decision-making and competitive advantage.
3. To outline the process of system analysis, design, and implementation.
4. To introduce key technologies like AI, cloud, IoT, and telecommunications in MIS.
5. To understand functional subsystems and global applications of MIS.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify the fundamental concepts, functions, levels, and challenges of Management Information Systems, including human-centered design, eco-friendly data centers, and AI-powered automation in business.	K1
CLO2	Recognize and outline the processes involved in systems analysis, design, and implementation, covering database models, business process automation, open-source tools, and AI-based software testing and evaluation.	K2
CLO3	Apply modern technologies such as AI & ML in MIS, predictive analytics in ERP, Internet of Things (IoT), and multi-cloud or hybrid cloud computing models to enhance business performance and competitive advantage.	K3
CLO4	Analyze and evaluate the uses of information and information systems for effective decision-making, integrating AI-powered decision support systems, expert systems, and Knowledge Management in Ancient India.	K4

Mapping with Programme Learning Outcome

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	M
CLO3	S	S	S	M	L
CLO4	S	S	M	S	L

S-Strong; M-Medium; L-Low

UNIT I 14 Hrs

Managing Information Systems in Organisations: Introduction- ***Objectives- Foundations- Levels – Features***- Real world systems - Human-Centered Design in Information Systems - Types of Decisions- Strategic - Operational – Tactical - ***Information System Resources***- Competitive Advantage - Managing Challenges in Information System - Business Process Re-engineering - Creating Agile and Virtual Company.

UNIT II 15 Hrs

Information System to Build in Organisations: - System Development Life Cycle- System Analysis Design and Development -Steps in Implementation – ***Data Base Management System – Concept – Database Models*** - Business Process Automation - Software -Types- System Software- Application Software- Middleware- Groupware- Software Testing – Role of AI in Software Testing & Evaluation- Software Licensing- Open-Source Software-Software Evaluation - Maintenance.

UNIT III 14 Hrs

Decision Making and Technologies: Introduction, - Decision Support System - Components - GDSS-Structured-Semi-Structured and Unstructured decisions- What if analysis - Sensitivity Analysis-Goal-seeking- Analysis and Optimizing Analysis- Expert Systems in Decision Making- ***Knowledge Management Systems***- Executive Intelligence Systems – Eco- friendly Data centres - Enterprise Portal and Decision Support - Artificial Intelligence Technologies – AI & ML in MIS - Fuzzy Logic.

UNIT IV 16 Hours

Managing in Internet Era-Industry 4.0 Technologies: ERP - Concept- Evolution – Integration - Steps-Gap Analysis - ERP Options -Make or Buy – Phases - Benefits and Limitations - Vendors in Market ; ***Cloud Computing***– History - Deployment Models - Characteristics - Phases – Architecture – Infrastructure – Models – Public – Private – Hybrid – Community – Multi-cloud and Hybrid Cloud Strategies - ***PaaS – IaaS – SaaS – NaaS*** -Benefits –Issues - Cloud Computing Management - Cloud technologies; Internet of Things (IoT) - Introduction to IoT - Architecture of IoT - Technologies for IoT - Applications of IoT- Robotics Process Automation- Introduction and Applications in Industry.

UNIT V 14 Hrs

Application Systems in Business: Manufacturing - Inventory- Marketing - Order Processing – Accounting – Finance - Accounts Payables - Accounts Receivables - ***HR – Payroll*** - AI-driven HR Analytics & Payroll Automation - Electronic Commerce: E-commerce Technology- Business over the Internet - ***Electronic Data Interchange (EDI)***- Online Payment Technology - Mobile Commerce – Mobile based application - E- E-Commerce – Portals - Search Engines.

*** Highlighted Text offered in blended mode (Links Provided)**

Text Books

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	James A O'Brien, et al	Management Information Systems	McGraw Hill Education (India) P Ltd	2023, 19 th Edn
2	Paige Baltzan	Information Systems	McGraw Hill Education (India) P Ltd	2023, 7 th Edn
3	Amanda Rose	Management Information Systems	Vinod Publications	2024, 1 st Edn

Reference Books

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Dr. Suriti Gupta, Er. Dhananjay Gupta	Management Information System	SBPD Publishing House	2024, 1 st Edn
2	Laudon	MIS-Managing the digital firm	Pearson Publications	2023, 17 th Edn
3	Kenneth C. Laudon Jane P. Laudon	Management Information System	Pearson Education	2022, 7 th Edn

Blended Learning Links

S. No	Units	Topics	Blended Learning Links
1	I	Objectives, Foundations, Features	https://www.youtube.com/watch?v=pMm5TnupegI
2		Information System Resources	https://study.com/academy/lesson/video/information-systems-resources-networks-hardware-software-data-people.html
3	II	Data Base Management System, Concept, Database Models	https://www.youtube.com/watch?v=mj0hkR4Jtms
4	III	Knowledge Management Systems	https://www.youtube.com/watch?v=Xy1t0uJJf8I&list=PL4719F414C9FBD659&index=11
5	IV	Cloud Computing	https://www.youtube.com/watch?v=RWgW-CgdIk0
6		PaaS – IaaS – SaaS – NaaS	https://www.youtube.com/watch?v=n7B4icXvs74
7	V	HR Payroll, Electronic Data Interchange	https://www.youtube.com/watch?v=3QekBr0iLpY https://www.youtube.com/watch?v=StZXPRTJu38

Pedagogy: Chalk and Talk, Lecture, Seminar, PPT, Group discussion, Activity and Case study

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
RM23C13	LOCATION PLANNING AND MALL MANAGEMENT	Theory	73	2	-	4

Preamble

1. To provide insights into the strategic selection of locations for businesses, shopping malls, and retail spaces.
2. To equip students with skills in site analysis, feasibility studies, mall operations, and management strategies.
3. To introduce the role of Artificial Intelligence in optimizing retail spaces and Indian Knowledge Systems in traditional trade and commerce.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the importance of location planning, site selection, and factors affecting location decisions.	K1
CLO 2	Discuss the significance of mall management, tenant mix, leasing, and legal aspects of mall operations.	K2
CLO3	Analyze the financial and operational aspects of mall management, marketing strategies, and customer experience enhancement.	K3
CLO4	Apply concepts of location analysis, AI, and IKS-based commerce principles to develop an effective retail business strategy.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	S	M
CLO2	S	S	M	S	S
CLO3	M	S	S	M	L
CLO4	L	S	S	S	S

S-Strong, M – Medium, L-Low

UNIT – I **15 Hrs**

Localization of Retail stores: ***Setting up Retail Organisation*** – Importance of Localisation in retail strategy – Trends and Challenges in retail Localisation – ***Merchandising strategies for localised retail stores*** – Factors affecting the location of Retail – Impact of local culture on retail preferences- utilizing data analytics for site selection and localisation

UNIT – II **14 Hrs**

Retail Environment Evolution: Historical Perspectives on store layout design, ***Techniques for product display and presentation***- Creating focal points and visual interest – introduction to planograms – Parking – Traffic flow analysis – Space problem at retail centers – Controlling Costs and Reducing Inventories Loss – Exteriors, Interiors. ***AI-driven security***, Chatbots for customer service Regulations and ethics standard in Indian government

UNIT – III **14 Hrs**

Mall design principles: Layout planning, accessibility, zoning- Tenant mix and anchor tenants: Importance and selection strategies- Legal considerations: ***Land acquisition***, licensing, and compliance- Sustainability in mall design: ***Green buildings***, energy-efficient infrastructure- AI in Mall Management: AI-based footfall prediction, Space optimization, and energy management.

UNIT – IV **15 Hrs**

Mall operations: Store allocation – Lease negotiation and agreements – ***Tenant mix and positioning strategies*** – Tenant Relations and conflict resolution – Maintenance and Repairs – Sustainable practices in facilities management – Security and safety procedures and regulations – Operational activities – ***Footfalls measurement*** – Common area management - AI-based Risk Management: fraud detection, financial forecasting- Reasons for Mall failures

UNIT – V **15 Hrs**

Technology in Location Planning and Mall Management: Enhancing Retail Store Localization through Augmented Reality Technologies - ***Optimizing Store Layout Design Using Virtual Reality Simulation*** - Implementing Artificial Intelligence for Data-Driven Decision Making in Mall Management. ***Sustainable practices in mall operations***: Recycling, Energy efficient Practises.

Text Books

S.No .	Author(s)	Title of the Book	Publisher	Year & Edition
1	John R. White	Retail Location Planning	Routledge	2023, 1 st Edn
2	David Gilbert	Retail Marketing Management	Pearson	2021, 2 nd Edn
3	K.R. Chatterjee	Mall Management: Theory and Practice	Himalaya Publishing	2022, 1 st Edn
4	R. Shukla	Indian Knowledge Systems and Business	Wiley	2023, 1 st Edn

Reference Books

S.No .	Author(s)	Title of the Book	Publisher	Year & Edition
1	Paco Underhill	Why We Buy: The Science of Shopping	Simon & Schuster	2020, 3 rd Edn

2	Chris Ryan	Retail and Shopping Mall Marketing	Springer	2019, 1 st Edn
3	Mark Pilkington	Retail Therapy: Why the Retail Industry is Broken	Bloomsbury	2021, 1 st Edn
4	R. Balasubramanian	Ancient Indian Economic Thought	Oxford University Press	2022, 1 st Edn

Blended Learning Links

S.No	Unit	Topic	Blended Learning Links
1	I	Setting Up Retail Organisation	https://youtu.be/gBVhD71CJfo?si=JcHT3jsFgQBHFtbx
2		Merchandising Strategies	https://youtu.be/XHqpZ_xe7Yc
3	II	Store Layout Design	https://youtu.be/JOTC6u_n9A8
4		AI in Retail Management	https://youtu.be/uTHOQB3rBI?si=jVxYY6f2_EyK2MsF
5	III	Sustainable Materials and Green Buildings	https://archive.nptel.ac.in/courses/105/102/105102195/
6		Land Acquisition	https://archive.nptel.ac.in/courses/124/107/124107158/
7	IV	Tenant Mix Strategies	https://youtu.be/0wAloNLnJBI?si=PIPh0JIW0C09C6VT
8		Footfall Measurement	https://youtu.be/RYQo-oHdD-Y?si=8mbZiOD4fqIPcu4R
9	V	VR and AR in Retail	https://youtu.be/HoxTWFFr4-s?si=lNO6ZXUOxvTH302g
10		Sustainability Practices	https://youtu.be/spv9AY8fJZw?si=KwB1lfh19eqLV9_2

Pedagogy: Chalk and Talk, Lecture, Seminar, PPT, Group discussion, Activity and Casestudy

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BB23E01	RESEARCH METHODS FOR MANAGEMENT	Theory	73	2	-	4

Preamble

1. To understand the basic concepts of research.
2. To deepen knowledge in all the components of data collection and analysis in research.
3. To impart knowledge on interpretation and use the information provided by research in an effective manner.
4. To effectively communicate research solution in the form of report for future use.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify and understand key research concepts, research design, and the role of statistical measures in research.	K1
CLO2	Demonstrate the ability to design a research study by selecting appropriate sampling techniques, drafting a questionnaire, and organizing data collection methods.	K2
CLO3	Apply statistical tools and AI-driven techniques to analyze and interpret research data for decision-making.	K3
CLO4	Evaluate research findings, effectively communicate insights through reports and visualizations, and uphold ethical research practices.	K4

Mapping with Programme Learning Outcomes

COs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	M	S	L	M	L
CLO2	M	S	M	S	M
CLO3	S	S	M	S	S
CLO4	M	S	S	M	S

S - Strong; M – Medium; L-Low

UNIT – I **15 Hrs**
 Meaning, Importance and Scope of Research – Concept of Theory : Empiricism – Deductive – Inductive - Characteristics of good research – Methods of research – Defining and identifying a Research Problem - Research process – Research in Business - ***Importance of Research in Management Decisions***

UNIT – II **15 Hrs**
Research Design – Components and Types - Formulation of Research Design – , Characteristics of sound measurement tools - Sampling design – Population, sample size determination, Characteristics of good sample - Sampling Techniques - Probability sampling and Non- probability Sampling – ***Criteria for selection of a sampling technique***

UNIT – III **15 Hrs**
 Data - Quantitative and qualitative – Data Collection methods – Primary and Secondary Data – Designing of Questionnaire – ***Interview Schedule – Observation – Experimentation - details and evaluation – Pilot Study and Case Study***. Measurement and Scaling Techniques. ***Data Processing: Editing, Coding, Classification and Tabulation***

UNIT – IV **15 Hrs**
 Statistical Measures for Data Analysis: Types of Hypothesis - Formulation and testing of Hypothesis – Statistical Techniques: Descriptive statistics, t-test, Chi- Square Test, Correlation and Regression analysis, One-way Anova (Simple problems only) – ***Introduction to SPSS*** - Cross tabs

UNIT – V **13 Hrs**
Interpretation – Techniques of Interpretation – Norms for data presentation - using Index, Tables, Charts, Diagram - Visualizations and Infographics for Data Presentation - **Report Writing** – Steps, Layout and Types of Report, Appendix and Bibliography - Ethical Considerations in Research and Reporting -Plagiarism - Application of Arthashastra and Tirukkural in Research Ethics.

*** Highlighted text offered in blended mode. (Links Provided)**

- Mini project – Internal Evaluation only
- Theory and problems in the ratio of 80% and 20% respectively.

Text Books

S.No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	C.R.Kothari & Gaurav Garg	Research Methodology Methods & Techniques	New Age International(P) Ltd Publishers	2023, 5 th Edn
2	HK Dangi & Shruti Dewen	Business Research Methods	S Chand Publishing	2024, 2 nd Edn

Reference Books

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Ram Ahuja	Research Methods	Rawat Publications	2022, 2 nd Edn
2	Pamela S. Schindler	Business Research Methods	Pearson Education	2021, 14 th Edn

Blended Learning Links

S.No	Unit	Topic	Blended Learning Links
1	I	Importance of Research in Management Decisions	https://archive.nptel.ac.in/courses/110/107/110107080/
2	II	Research Design – Components and Types	https://www.youtube.com/watch?v=LpmGSioXxdo
3		Criteria for selection of a sampling technique	https://www.youtube.com/watch?v=rPHk7AkQepI
4	III	Interview Schedule – Observation – Pilot Study and Case Study	https://archive.nptel.ac.in/courses/110/107/110107080/
5		Data Processing: Editing, Coding, Classification and Tabulation	https://www.youtube.com/watch?v=_lQXLT4evdo
6	IV	Introduction to SPSS	https://www.youtube.com/watch?v=_zFBUfZEBWQ
7	V	Interpretation – Techniques of Interpretation and Report Writing	https://www.youtube.com/watch?v=k5DJotTayhA

Pedagogy: Chalk& Talk, lecture, Seminar, PPT, Group Discussion, Activity and Mini project.

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
IB23E01	TOTAL QUALITY MANAGEMENT	Theory	73	2	-	4

Preamble

1. To explain the basic concepts in Total Quality Management (TQM).
2. To impart the students with the latest techniques followed in maintaining quality in the competitive environment.
3. To explain specific tools and techniques for quality improvement.
4. To Develop analytical skills for investigating and analyzing quality management issues in the industry
5. To explain the process of planning for quality.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Develop an understanding on quality management philosophies and frameworks.	K1
CLO2	Develop in-depth knowledge on various tools and techniques of quality management.	K2
CLO3	Enable students to obtain a basic understanding of quality principles and practices.	K3
CLO4	Learn the applications of quality tools and techniques in both manufacturing and service industry.	K4

Mapping with Programme Learning Outcomes

CLO's	PLO1	PL02	PLO3	PLO4	PLO5
CLO1	S	L	S	M	S
CLO2	S	S	L	S	S
CLO3	S	M	S	S	S
CLO4	S	S	S	M	S

S- Strong; M-Medium, L- Low

UNIT - I**15 Hrs**

Introduction to quality-meaning of quality-dimensions of quality-introduction to total quality management- Meaning – ***Objectives and Importance of TQM in Business***- Eight building blocks of TQM-***The four P's of TQM***- Implementing Blockchain Technology in Total Quality Management.- Quality in Vedic literature and scriptures

UNIT - II**15 Hrs**

TQM need and importance-customer satisfaction- ***Principles***- Employee involvement- Benefits- Supplier partnership and selection-Performance measuring- Strategies followed.

UNIT - III**14 Hrs**

Statistical quality control-Total quality control-Benefits-***Role of Senior management in maintaining quality***-Quality statements-***TQM implementation***- Barriers- Utilizing Artificial Intelligence for Predictive Quality Control .

UNIT - IV**15 Hrs**

Statistical quality control-***Tools of quality control***-process charts-types and benefits-flow diagram-control charts- objectives-types-advantages-***Six sigma concepts***-Advantages- Sustainability Integration in Quality Management: A Green Approach.

UNIT - V**14 Hrs**

Bench marking – Introduction-Definition-Reasons to bench marking-Process. Quality need for quality system ***ISO 9000 quality standards***- introduction –benefits-quality auditing- techniques and procedures Quality Auditing - QS 9000 - ISO 14000- Benefits- ***TQM Implementation in manufacturing and service sectors***- Introduction to software quality.

*** Highlighted text offered in blended mode. (Links Provided)**

Text Book

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Poornima M. Charantimath	Total Quality Management	Pearson Education	2021, 4 th Edn

Reference Books

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Subburaj Ramasamy	Total Quality Management	McGraw Hill	2020, 3 rd Edn

			Education	
2	John S. Oakland, Robert J. Oakland, Michael A. Turner	Total Quality Management and Operational Excellence: Text with Cases	Routledge	2021, 5 th Edn

Blended Learning Links

S.No	Unit	Topic	Blended Learning Links
1	I	Objectives and Importance of TQM in Business	https://onlinecourses.nptel.ac.in/noc20_mg34/previ
2		The four P's of TQM	https://petroknowledge.com/courses/total-quality-management-1?utm_source=chatgpt.com
3	II	TQM Principles	https://youtu.be/yWIAOFs04go
4	III	Role of Senior Management in Maintaining Quality	https://youtu.be/XxH3duLOIEg
5		TQM Implementation	https://www.classcentral.com/course/swayamtotal-quality-management-i17825?utm_source=chatgpt.com
6	IV	Tools of Quality Control Process	https://youtu.be/B4KPUCVloT0
7		Six Sigma Concepts	https://www.coursera.org/courses?query=six%20si
8	V	ISO 9000 Quality Standards	https://www.dau.edu/courses/eng-07200?utm_source=chatgpt.com
9		TQM Implementation	https://youtu.be/-osbn2yDJhE

Pedagogy: Chalk and Talk, Lecture, Seminar, PPT, Group discussion, Activity and Case study

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
RM23E01	RETAIL SELLING AND MERCHANDISE MANAGEMENT	Theory	73	2	-	4

Preamble

1. To provide a comprehensive understanding of retail selling techniques and merchandise management.
2. To equip students with skills in store layout, inventory planning, and pricing strategies.
3. To introduce Artificial Intelligence (AI) in merchandising and Indian Knowledge Systems (IKS) in traditional retailing.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the concepts of retail selling, consumer behavior, and merchandise planning.	K1
CLO2	Discuss the role of AI in inventory management, sales forecasting, and dynamic pricing.	K2
CLO3	Analyze the impact of AI-driven personalization, customer relationship management, and sustainable merchandising.	K3
CLO4	Apply modern retail and IKS-based traditional selling techniques to develop a competitive merchandising strategy.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	S	M
CLO2	S	S	M	S	S
CLO3	M	S	S	M	S
CLO4	S	S	S	S	S

S-Strong, M – Medium, L-Low

UNIT – I**15 Hrs**

Introduction to Retail Selling: Concept, evolution - importance- ***Types of Retail Selling***: Store-based, Non-store Retailing, Direct selling, E- commerce- ***Understanding Consumer Behavior***: Buying decision process, Factors influencing purchase decisions- Coordinating with suppliers and buyers- Sales Techniques: Personal selling, consultative selling, relationship selling- IKS in Retail Selling: Traditional Indian market structures, barter system - local trade ethics.

UNIT – II**14 Hrs**

Retail Pricing Strategies: ***Cost-based, value-based***, Dynamic pricing- Real-time price optimization, competitive pricing strategies- Category Management: Product mix, brand positioning, consumer preferences- ***Visual Merchandising***: Store layout, signage, product display techniques-Ethical Pricing -Ethical retail practices.

UNIT – III**14 Hrs**

Retail Promotions: Discounts, Bundling, Seasonal sales, Loyalty programs- AI in Customer Experience: AI-powered chatbots, Personalized recommendations- ***Customer Relationship Management (CRM)***: Loyalty programs, retention strategies- Retail Analytics: Data-driven decision-making for promotions and customer engagement

UNIT – IV**15 Hrs**

Concept of Merchandise Management: Role and significance- ***Merchandise Planning Process***: Category management, forecasting demand- ***Inventory Management***: Stock turnover, EOQ, safety stock, JIT- Procurement Strategies: Vendor selection-supplier relationship management-AI in Inventory & Supply Chain: AI-driven demand prediction, Real-time stock monitoring

UNIT – V**15 Hrs**

Digital Transformation in Retail Merchandising: *AI-driven automation*- AI in Future Retail: Predictive analytics, Smart retail stores- Sustainable Retailing: Eco-friendly merchandising-Smart supply chains, robotics, and IoT in merchandising.

Text Books

S.No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Michael Levy, Barton Weitz	Retailing Management	McGraw Hill	2023, 11 th Edn
2	R. Shukla	Indian Knowledge Systems and Business	Wiley	2023, 1 st Edn
3	Barry Berman, Joel Evans	Retail Management: A Strategic Approach	Pearson	2021, 13 th Edn

4	Swapna Pradhan	Retailing Management	Tata McGraw Hill	2022, 7 th Edn
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Reference Books

S.No	Author(s)	Title of the Book	Publisher	Year & Edition
1	R. Balasubramanian	Ancient Indian Economic Thought	Oxford University Press	2022, 1 st Edn
2	Mark Pilkington	Retail Therapy: Why the Retail Industry is Broken	Bloomsbury	2022, 2 nd Edn
3	Paco Underhill	Why We Buy: The Science of Shopping	Simon & Schuster	2020, 1 st Edn
4	Chris Ryan	Retail and Shopping Mall Marketing	Springer	2019, 1 st Edn

Blended Learning Links

S.No	Unit	Topic	Blended Learning Links
1	I	Types of Retail Selling	https://www.youtube.com/watch?v=exY42Qo3BI8
2		Understanding Consumer Behaviour	https://www.youtube.com/watch?v=33qmlpCSqDI
3	II	Retail Pricing Strategies	https://www.youtube.com/watch?v=74gGwgsKFsY
4		Visual Merchandising	https://www.youtube.com/watch?v=QttqxrNFFj0
5	III	CRM	https://www.youtube.com/watch?v=-Arj98bABLU
6	IV	Inventory Management	https://www.youtube.com/watch?v=aSRz6aFZ3IU
7		Merchandise Management and Planning	https://www.youtube.com/watch?v=eVE4tWtmiZc
8	V	Key Components of Digital Transformation	https://www.youtube.com/watch?v=ObyvbMmliwY

Pedagogy: Chalk and Talk, Lecture, Seminar, PPT, Group discussion, Activity and Case study

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BB23E03	FINANCIAL MARKETS AND SERVICES	Theory	73	2	-	4

Preamble

1. To provide knowledge of the fundamentals of the financial system.
2. To highlight the functions, methods of trading, and speculative transactions in the capital market
3. To provide knowledge on various financial services like merchant banking, mutual funds, credit rating, venture capital and securitization
4. To elaborate on the types of derivatives, risk, and types of commodity markets.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify and define the structure, components, and functions of the Indian financial system	K1
CLO2	Understand the functions and regulations of primary and secondary markets and the process behind merchant banking, venture capital, and securitization.	K2
CLO3	Apply the schemes and evaluation methods of fund investment	K3
CLO 4	Analyse the pros and cons of credit rating and credit rating agencies, as well as the merits and demerits of derivatives trading, commodity markets, and risks in the derivatives market.	K4

Mapping with Programme Learning Outcome

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	L	M	L
CLO2	S	S	M	S	M
CLO3	M	S	M	S	M
CLO 4	M	S	S	S	S

S - Strong; M – Medium; L – Low

UNIT - I

14 Hrs

Financial System – Nature – Role – Structure – Stages – ***An overview of the Indian Financial System*** – Financial Markets – Services – Instruments – Financial services – Concept Objectives – Functions – Features – Growth – Problems - Financial Inclusion and Digital Literacy Initiatives - ***Global financial system*** - Blockchain in Financial Systems - Introduction - Key features - Applications in finance – Challenges.

UNIT - II

16 Hrs

Capital Market – functions – New Issues Market – functions – intermediaries - ***Stock Market*** - role – functions– listing– registration of broker - types of brokers – method of trading – speculators – speculative transactions – DEMAT - settlement – Depositories – NSDL – CDSL – NSE – SEBI – NSE - Nifty Index - ***Financial risk*** - An Overview, Evolution, Environment - Types: Market Risk, Credit Risk, Liquidity Risk, Operational Risk - Green Finance - Instruments - Benefits & Challenges - ESG Investing – Significance in Capital Market - Ratings and Reporting - Algorithmic and High-Frequency Trading (HFT) – Mechanism – Risks – Advantages – SEBI Regulations.

UNIT - III

15 Hrs

Merchant Banking –functions – SEBI regulations, Mutual funds – features – structure – types – benefits–***RBI regulations*** – measurement – mutual funds in India - SEBI Digital Mutual Fund Mandates - AI Applications for share market in India – selection of fund – Net Asset Value method - Systematic Investment Plans (SIP) and Robo-Advisory Platforms

UNIT - IV

16 Hrs

Credit rating – features – symbols – validity – functions – benefits – process – ***credit rating agencies*** – limitations – ESG Scores in Credit Rating – problems in credit rating - ***Venture capital – Characteristics*** – evolution process – stages – advantages – forms – venture capital in India and abroad – Private Equity vs. Venture Capital – ***Securitization of debt*** – structure – securing assets – role of institutions – benefits conditions – securitization in India and abroad

UNIT - V

14 Hrs

Derivatives – kinds – forwards – types – benefits– options – features – types –benefits - futures - swaps – benefits - growth of derivatives in India and abroad - AI & ML for Stock Market analysis - ***Commodities market – types – features*** - exchange platform – clearing and settlement – different forms of risk (currency, interest rate, equity, commodity) ***Gold ETF*** – features – working – growth – problem.

*** Highlighted text offered in blended mode. (Links Provided)**

Text Books

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Gurusamy.S,	Financial Markets and Institutions	Tata McGraw Hill Publishing co Ltd	2023, 5 th Edn
2	Frederic S. Mishkin & Stanley G. Eakins	Financial Markets and Institutions	Pearson Education	2024, 10 th Edn

Reference Books

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Bharati V. Pathak	Indian Financial System	Pearson India	2024, 6 th Edn
2	E. Gordon & K. Natarajan	Financial Markets and Services	Himalaya Publishing House	2024, 6 th Edn
3	Zvi Bodie, Alex Kane, and Alan J. Marcus	Investments	McGraw-Hill	2024, 13 th Edn
4	Dr.S.Poornima	Financial Markets and Services	Bonfring Publications	2015, 1 st Edn

Reference Links

S. No	Topic	Hours & Modules	Web link
1	Introduction to the Financial System and Commercial Banking	Unit:1,2,3,5 12 Weeks	https://nptel.ac.in/courses/110/105/110105121/
2	Derivatives, Commodity Exchanges, and Commodity Contracts. Commodity Forward, Futures & Options. Risk Management.	Unit:5 8weeks	https://nptel.ac.in/courses/110/105/110105071/

Blended Learning Links

S.No	Unit	Topics	Blended Topic Links
1	I	Overview of Indian Financial System	https://www.youtube.com/watch?v=IHdy8u8RRjE
2		Global financial system	https://www.youtube.com/watch?v=OdB_fJAAcN8&list=PLbMV0
3	II	Stock Market	https://www.youtube.com/watch?v=OrvaDq8oy3Q&list=PLwdnzlV3ogoV-4hbV6DP3BjdmjuaQPjcr
4		Financial Risk	https://www.youtube.com/watch?v=5DGwoLGI12Q&list=PLDfJoyVy2hk71YkWCfjK60cvUZehyXQW&index=6 https://www.youtube.com/watch?v=gXuS9Fr

			n1WM&list=PLDfJoyVy2hk71YkWCfjK60c vUZe_hy XQW&index=7
5	III	RBI regulations	https://www.youtube.com/watch?v=GJdj_6B7sBk&list=PLbRMhDVUMngcXR5rE7oKtbFwM3R9R BJUc&index=18
6	IV	credit rating agencies	https://www.youtube.com/watch?v=eNOpNc-u-tE
7		Venture capital - Characteristics	https://archive.nptel.ac.in/courses/110/105/110105121/
8		Securitization of debt	https://www.youtube.com/watch?v=VZqbFoi8TSc
9	V	Commodities market– types – features	https://www.youtube.com/watch?v=udiQ7r5Y7H8
10		Gold ETF	https://www.youtube.com/watch?v=eCI1NIPgdLk

Pedagogy: Chalk and Talk, Lecture, Seminar, PPT, Group discussion, Activity and Case study

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB23SBP1	AI TOOLS FOR MANAGEMENT RESEARCH	Practical	-	2	43	3

Preamble

1. To introduce the fundamental concepts of Artificial Intelligence in management research.
2. To explore AI tools for efficient data collection, analysis, and visualization.
3. To understand the use of open-source libraries and platforms for academic research.
4. To enhance skills in research writing, citation management, and infographic creation using AI tools.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify basic AI tools used in management research	K1
CLO2	Examine research problems using AI- driven data interpretation and presentation	K2
CLO3	Demonstrate the role of AI in data collection, literature review and analysis.	K3
CLO4	Analyze and apply AI- based platforms and techniques for report writing and visualization	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	M	M
CLO2	S	S	M	M	L
CLO3	S	S	S	M	M
CLO4	S	S	L	S	M

S-Strong; M-Medium; L-Low

Unit 1: AI Tools for Ideation **9 Hrs**

Ideating research problems using Prompt – Research Domains: HR, Marketing, Finance & General Management.

Tools Introduced:

- ChatGPT (OpenAI)/ Google Gemini – for ideation, Q&A, and content generation
- QuillBot – for paraphrasing

Unit 2: AI Tools for Identification of Research Gap & Literature Review **9 Hrs**

Literature Review Searches -- AI for Summarizing & Thematic Clustering– Building Knowledge Maps to Visualize Research Gaps.

Tools Introduced:

- Google Scholar – for searching scholarly articles
- Chattube/ Chatpdf/ Chatdoc – for document summarization & collaboration
- ResearchRabbit/ Connected Papers / Elicit/– for key paper discovery & citation tracking
- Lucidchart / Napkin AI – for creating knowledge maps

Unit 3: AI Assisted Survey Design, Sample Size & Data Collection **9 Hrs**

AI Generated Unbiased Research Survey Questions – Fundamentals of Sample size Determination – Online Survey form Creation & Distribution.

Tools Introduced:

- Google Forms / Survey Monkey- for creating research forms
- Raosoft - Sample Size calculation
- Canva AI (Magic Write) – AI-powered content creation for surveys & communication

Unit 4: AI for Data Cleaning & Analysis **9 Hrs**

Data Import – Data cleaning using spreadsheets –Apply Basic Statistical Test– Structured Result Reporting.

Tools Introduced:

- Google Sheets with GPT Add-ons (like GPT for Sheets) – for AI enhanced spreadsheets
- PSPP / jamovi –for statistical analysis

Unit 5: AI Assisted Writing, Citation, Reference Management & Plagiarism Detection

9 Hrs

Write & edit academic content with AI – Manage Citations & References- Plagiarism Checking & Ethical Consideration.

Tools Introduced:

- Grammarly – for AI-powered writing assistant – (grammar, clarity, Style)
- Mendeley / Zotero/ Endnote – for AI Assisted Citation & Reference Management

- QuillBot AI Detector / ZeroGPT / SmallSeo Tools -Plagiarism & AI Content Checker

Text Books

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Valentina Alto	Practical Generative AI: Unleash your prompt engineering potential with OpenAI technologies for productivity and creativity	Packt Publishing	2025, 2 nd Edn
2	Anugamini Priya Srivastava, Sucheta Agarwal	Utilizing AI Tools in Academic Research Writing	IGI Global	2024, 1 st Edn,

Reference Books

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Kathleen Sacco, Alison Norton, Kevin Arms	Navigating AI in Academic Libraries: Implications for Academic Research	IGI Global	2024, 1 st Edn
2	Nitin Seth	Mastering the Data Paradox	Penguin Business	2024, 1 st Edn

Weblinks

1. **AI Tools for Research - Artificial Intelligence (Generative) Resources:**
<https://guides.library.georgetown.edu/ai/tools>
2. **ChatGPT and AI Tools Faculty Research Guide :**
<https://libguides.tcc.edu/c.php?g=1313261&p=10209997>
3. **Overview of AI for OA: University of South Florida Libraries :**
<https://guides.lib.usf.edu/c.php?g=1394810&p=10316077>
4. **Artificial Intelligence Tools for Detection, Research and Writing:**
<https://guides.library.ttu.edu/artificialintelligencetools/aitools>

Evaluation Criteria

Test I : Problem Identification, Literature Review & Form Creation

Test II : Content, Data, Citation Management & Presentation

Skill Based Subject (Practical) : 100 Marks

Test I	30 Marks (Conducted for 50 Marks Converted to 30 Marks)
Test II	50 Marks
Lab Performance	10 Marks
Regularity	10 Marks

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM23AC1	RETAIL TEAM MANAGEMENT AND LEADERSHIP	Theory	-	-	-	5

Preamble

1. To understand the concept of team management and leadership role in retail.
2. To provide an understanding of factors influencing teamwork and team leadership.
3. To enable the students to understand the importance of team work, effective team communication and performance appraisal in retail.
4. To enlighten the students about the role of leadership in the development of an institution.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify the role of job, functions of team, importance of communication and leadership skills.	K1
CLO2	Describe the qualities of a team leader, allocation of work, employee selection and performance, leadership in Digital Era	K2
CLO3	Discuss the building a team, classification of authority, different communication channels and group decision-making.	K3
CLO4	Analyse the balance between work and personal priorities, methods of employee performance appraisal, causes and conflict resolution techniques.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1.	L	S	S	S	S
CLO2.	S	L	S	S	S
CLO3.	S	S	M	S	M
CLO4.	S	S	S	L	S

S- Strong, M – Medium, L -Low

UNIT- I

Retail Team Leader - An Overview - Job Role - Responsibilities - Qualities of a Retail Team Leader - Characteristics of a successful team - Building a team - Functions of a team - Types of teams - Effective Communication and Teamwork - Develop Healthy Relationships with Colleagues - Plan and Organize Work Routine - Maintain Balance between Work and Personal Priorities.

UNIT -II

Allocate Work Based on Skills and Knowledge of team members - Plan Work to Make Optimum Use of Resources - Seek Clarifications with Senior Authority -Encouraging employees to work well and willingly - Handling subordinates mistakes.

UNIT- III

Performance Appraisal in Retail - Monitoring standards for measuring employee performance - Developing skilful work habits - Basic rules of speaker and listener in organization - Diverse methods of employee performance appraisal. Developing effective team communication- Strategies to make communication meaningful- Communication etiquettes among team members - Different communication channels to reach customers - Importance of feedback in communication.

UNIT- IV

Leadership and Its Components: Types of Leadership - Influencing Skills - Inspiring a shared vision - Handling and leading challenges - Factors affecting selection of employees - Suitability of situational leadership in retail - Essentials of developing rapport with customers - causes and conflict resolution techniques – focus on team development.

UNIT- V

Retail Leaders influence groups: Recognizing and influencing group dynamics - Building powerful retail groups -Approaches to group decision-making, what to look for in groups - Procedural considerations for effective meeting management. Behaviours of High Trust leaders: Motivation and Inspiration - Setting Goals - Enabling others to Act -Challenging the process- Retail Leadership in Digital age

Text Books

S. No.	Author(s)	Title of the Book	Publisher	Year& Edition
1	Casey J. Bedgood	Fit for the Leadership Challenge	Routledge Publication	2022, 1 st Edn
2	Peter G. Northouse	Leadership: Theory and Practice	Sage Publication	2021, 9 th Edn

Reference Books

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	James M. Kouzes, Barry Z. Posner	The Leadership Challenge	John Wiley & Sons	2021, 7 th Edn
2	Wesley Donahue	Building Leadership Competence	Centrestar	2021, 2 nd Edn
3	Karim R. Lakhani, Yael Grushka-Cockayne, Jin Hyun Paik, Steven Randazzo	Customer-Centric Design with Artificial Intelligence: Commonwealth Bank	Harvard Business School	2021, 1 st Edn
4	Vandana Samba, S.Subbulakshmi	Leadership and Team Building	Iterative International Publishers	2020, 1 st Edn

Reference Links

S. No	Topic	Hours & Modules	Web link
1	Introduction to Financial System and Commercial Banking	Unit:1,2,3,5 12 Weeks	https://nptel.ac.in/courses/110/105/110105121/
2	Derivatives, Commodity Exchanges, and Commodity Contracts. Commodity Forward, Futures & Options. Risk Management.	Unit:5 8weeks	https://nptel.ac.in/courses/110/105/110105071/

Pedagogy: Chalk &Talk, lecture, Seminar, PPT, Group Discussion, Activity and Case Study

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
RM23AC2	CONSUMER PSYCHOLOGY IN RETAILING	Theory	-	-	-	5

Preamble

1. To introduce the core concepts of consumer psychology and its vital role in understanding consumer behavior in retail settings.
2. To emphasize psychological drivers such as perception, motivation, learning, and emotions in influencing retail purchase decisions.
3. To highlight the integration of Artificial Intelligence for analyzing consumer behavior and personalizing retail experiences.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the foundational concepts of consumer psychology and distinguish it from consumer behavior in the retail context.	K1
CLO2	Explain psychological drivers such as perception, learning, emotion, and motivation in shaping consumer buying behavior.	K2
CLO3	Analyze the impact of personality, social and cultural factors, and digital influences on consumer choices and segmentation strategies.	K3
CLO4	Evaluate the role of Artificial Intelligence and Indian Knowledge Systems in predicting, understanding, and influencing consumer behavior in modern and traditional retail environments.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	S	M
CLO2	S	S	M	S	S
CLO3	M	S	S	M	S
CLO4	S	S	S	S	S

S-Strong, M – Medium, L-Low

UNIT – I **15 Hrs**

Introduction to Consumer Psychology - Definition - Scope and Relevance to Retail - Difference between Consumer Behavior and Consumer Psychology - Psychological Drivers: Needs, Motives, Perception, Attitudes - Role of AI in Understanding Consumer Psychology through Data Analytics - IKS Influence on Consumer Decision-Making (Traditional Beliefs and Buying Patterns).

UNIT – II **15 Hrs**

Perception, Learning, and Motivation in Retail - Consumer Perception Process: Selective Attention, Distortion & Retention - Role of Learning in Consumer Decisions - Classical & Operant Conditioning - Cognitive Learning - Memory and Brand Recall - Impact of Motivation on In-store and Online Purchase - AI-Powered Personalization and Motivation Triggers in Digital Retail - IKS and Motivation: Cultural Values Influencing Consumer Motivation and Ritualistic Buying Practices.

UNIT – III **15 Hrs**

Emotion, Personality, and Consumer Psychology - Role of Emotions in Retail Decision Making - Personality Traits and Their Influence on Shopping Patterns - Lifestyle and Psychographics in Consumer Segmentation - Consumer Self-Concept and Brand Personality - Emotional Branding and Sensory Retailing - Case Studies on Emotional Triggers in Retail Environments - AI and Emotion Recognition: Leveraging AI to Understand Emotional Responses to Brands - IKS: Emotional and Ritualistic Consumer Psychology During Festivals and Celebrations.

UNIT – IV **14 Hrs**

Social and Cultural Influences on Retail Buying - Reference Groups and Opinion Leaders - Family, Social Class, and Peer Influence - Cultural and Subcultural Impacts on Retail Preferences - Changing Indian Consumer Culture - Role of Indian Knowledge Systems (IKS): Traditional Festive Buying, Rituals, and Symbolism in Consumer Psychology - Cross-Cultural Consumer Psychology in Global Retailing - AI and Cultural Insights: How AI Can Predict Cultural Shifts in Consumer Psychology - IKS in Retail: Influence of Traditions on Consumer Preferences (e.g., Ayurvedic Products, Handicrafts, Local Markets).

UNIT – V **14 Hrs**

Neuromarketing and Digital Consumer Psychology - Introduction to Neuromarketing and its Tools (Eye Tracking, EEG, fMRI) - Influence of Website and App Design on Consumer Psychology - Role of AI and Personalization in Consumer Experience - Social Media Psychology and Influencer Impact - Ethics in Consumer Data Usage and Behavioral Targeting - IKS in Digital Retail: Integrating Traditional Knowledge with E-commerce Platforms for Holistic Consumer Experience.

Text Books

Sl. No.	Author(s)	Title of the Book	Publisher	Year& Edition
1	Michael R. Solomon, Cristel Antonia Russell	Consumer Behavior: Buying, Having, and Being	Pearson	2023, 14 th Edn
2	Leon G. Schiffman, Leslie Lazar Kanuk	Consumer Behavior	Pearson	2023, 12 th Edn
3	Hawkins, D. I., & Mothersbaugh, D. L.	Consumer Behavior: Building Marketing Strategy	McGraw Hill	2021, 14 th Edn

Reference Books

Sl. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Kotler, P., & Keller, K. L.	Marketing Management	Pearson	2021, 15 th Edn
2	Engel, J. F., Blackwell, R. D., & Miniard, P. W.	Consumer Behavior	Cengage Learning	2017, 11 th Edn
3	Howard, J. A., & Sheth, J. N.	The Theory of Buyer Behavior	Wiley	2021, 2 nd Edn



BACHELOR OF BUSINESS ADMINISTRATION
(RETAIL MANAGEMENT)

CHOICE BASED CREDIT SYSTEM (CBCS) &
LEARNING OUTCOMES- BASED CURRICULAM FRAMEWORK (LOCF)

SCHEME & SYLLABUS OF EXAMINATION
2023 -2026 BATCH
SEMESTER- VI

Sem	Part	Course Code	Title of the Course	Course Type	Instruction hours/week	Contact Hours	Tutorial Hours	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
VI	III	RM23C14	Retail Entrepreneurship and Startup Strategy	CC	5	73	2	3	25	75	100	4
	III	RM23C15	Retail Brand Management	CC	6	88	2	3	25	75	100	4
	III	RM23E02/ BB23E05/ BB23E06	Consumer Behaviour/ Strategic Management /Corporate Accounting	DSE	5	73	2	3	25	75	100	4
	III	RM23E03/ BB23E07/ IB23E04	Integrated Marketing Communication/ Service Marketing/ Containerization and Multimodal Transport	DSE	5	73	2	3	25	75	100	4
	III	RM23SBP1	Retail Analytics with R Programming	SEC	3	41	4	-	100	-	100	3
	III	RM23PROJ	Project and Viva-voce	DSE	6	-	-	-	25	75	100	5
	III	RM23AC3/ IB23AC2/ BB23AC5	Omnichannel Retailing Crisis Management / Metaverse and Immersive Commerce	ACC	SS	-	-	3	25	75	100	5
I- V		16BONL1 16BONL2	Online Course Online Course	ACC	-	-	-	-	-	-	-	-
I - VI			Total								4200	140

CC: Core Courses

DSE: Discipline Specific Elective

SEC: Skill Enhancement Course

SS: Self Study

CA: Continuous Assessment

ESE: End Semester Examination

ACC: Additional Credit Course

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM23C14	RETAIL ENTREPRENEURSHIP AND STARTUP STRATEGY	THEORY	73	2	-	4

Preamble

- To provide an overview of the entrepreneurial landscape in retail and the opportunities available in emerging formats and markets
- To understand the principles, models, and strategies relevant to building and managing retail startups
- To develop critical thinking on operational, financial, and technological aspects of launching and scaling retail ventures
- To facilitate entrepreneurial skills, enabling learners to design innovative, customer-centric, and sustainable retail business solutions
- To prepare students for practical application by linking entrepreneurial concepts with real- world retail startup practices and future trends

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Gain basic knowledge and understanding of retail entrepreneurship and the evolving startup ecosystem in India and globally.	K1
CLO2	Understand innovative retail business models, lean startup approaches, and financial planning techniques for new ventures.	K2
CLO3	Apply knowledge of retail operations, supply chain management, and technology tools to design efficient startup processes.	K3
CLO4	Analyze growth strategies, customer acquisition methods, and market expansion opportunities for scaling retail startups.	K4

Mapping with Programme Learning Outcomes

CLO	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	L	S	S
CLO2	S	S	S	S	M
CLO3	M	S	S	S	S
CLO4	S	S	S	M	S

S- Strong; M-Medium; L – Low

RETAIL ENTREPRENEURSHIP AND STARTUP STRATEGY- RM23C14- 73 HRS

Unit I (14 Hrs)

Retail Entrepreneurship Dynamics & Opportunity Identification: Evolution of Retail Entrepreneurship – Global and Indian Context- Opportunity Recognition In Retail – Problem Identification, Trendspotting, Innovation Gaps- Emerging Retail Business Models – D2C, Quick Commerce, Subscription Models, Community Commerce, Live Commerce- National Startup Ecosystem – Incubators, Accelerators, Startup India, ONDC, MSME Frameworks Case Insights – Unicorn Retail Startups In India (Nykaa, Zepto, Meesho, Lenskart)

Unit II (15 Hrs)

Startup Ecosystem, Business Models & Funding: Retail Startup Ecosystem – Stakeholders and Innovation Hubs- Designing A Retail Startup – Ideation, Concept Validation, Prototype Development- Lean Startup Methodology – MVP And Design Thinking - Retail Business Model Innovation – Marketplace, Omnichannel - Revenue Models & Pricing Strategies – Unit Economics, CAC (Customer Acquisition Cost), LTV (Lifetime Value) - Financing Retail Startups – Bootstrapping, Angel Investors, Venture Capital.

Unit III (15 Hrs)

Venture Planning, Strategy & Growth: Business Plan Development for Retail Ventures – Opportunity Validation, Scalability Assessment- Go-To-Market (GTM) Strategies – Early Adoption, Niche Targeting, Freemium and Pricing Innovation- Scaling Retail Startups – Franchising, Licensing, Internationalization, Joint Ventures – Loyalty Ecosystems, Referral Marketing, Community-Driven Models- Retail Supply Chain & Operations Strategy – Hyperlocal Logistics, Last-Mile Delivery, Quick Commerce Supply Chains.

Unit IV (15 Hrs)

Technology Enabled Retail Entrepreneurship: Digital Transformation In Retail Startups – ERP, POS, Digital Payments, Logistics Platforms and Integrated Tech Adoption for Operational Efficiency AI and Data-Driven Retail Solutions – Personalization Engines, Predictive Analytics, Recommendation Systems - Immersive Retail Experiences – AR/VR Applications, Digital Twins, Phygital Commerce, Virtual Try-Ons, Experiential Marketing - Smart Store Innovations – IoT-Enabled Retail Operations and Automation - Sustainable and Future Focused Retail Technologies

Unit V (14 Hrs)

Risk, Sustainability & Future of Retail Entrepreneurship: Risk Assessment for Retail Ventures – Financial, Operational, Technological, Compliance Risks - Policy & Regulatory Framework – FDI in Retail, Intellectual Property - Sustainable Retail Entrepreneurship - Global Disruptions in Retail Entrepreneurship – Gig-Driven Commerce, Creator Economy, Platform Capitalism - Future Outlook – Adaptive Strategy, Innovation Clusters, Unicorn Pathways, Global Competitiveness.

Text Book

S.No.	Authors	Title	Publishers	Year and Edition
1	Rajeev Roy	Entrepreneurship	Oxford University Press	2025 and 3 rd edn.
2	Michael Levy, Barton Weitz, Dhruv Grewal	Retailing Management	McGraw-Hill Education	2023 and 11 th edn.
3	Barry Berman	Retail Management: A Strategic Approach	Pearson Education	2021 and 9th edn.

Books for Reference

S. No.	Authors	Title	Publishers	Year and Edition
1	Dr. Ramesh Parihar	Entrepreneurship and Start-ups	Shree Ram Publications	2023 and 3 rd edn
2	Pradeep K. Sethi	Fundamentals of Retail Management Pradeep K. Sethi	Pearson Education	2023 and 3 rd edn
3	Judy Strauss, Raymond Frost	Digital Retailing: A Strategic Approach	Routledge	2023 and 8 th edn.

Reference Links

S.No	Unit	Topic	Link
1	I	National startup ecosystem	https://indiascience.dst.gov.in/videos/ecosystem-for-innovation-and-entrepreneurship-e?utm_source
2	I	Unicorn Retail Startups In India	https://www.youtube.com/watch?v=7oEQgzMTwi8
3	II	Retail Business Model Innovation	https://www.youtube.com/watch?v=El5RF5bz-7Y
4	II	Financing Retail Startups	https://www.youtube.com/watch?v=k1lp-pER7tl
5	III	Go-To-Market (GTM) Strategies	https://www.youtube.com/watch?v=0JtiB8hJY4U
6	IV	AI And Data-Driven Retail Solutions	https://www.youtube.com/watch?v=n6dFRHqvlBc
7	IV	IoT-Enabled Retail Operations and Automation	https://www.youtube.com/watch?v=mOXiYkcVAK
8	V	FDI in Retail	https://www.youtube.com/watch?v=6oJy4zqCV0w
9	V	Gig-Driven Commerce	https://www.youtube.com/watch?v=OXT8xdqcAoU

Pedagogy

- PowerPoint Presentations, Group Discussion, Seminar, Quiz Assignment, Experience Discussion

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	Credit
RM23C15	RETAIL BRAND MANAGEMENT	THEORY	88	2	-	4

Preamble

- To provide students with a comprehensive understanding of Retail Brand Management, focusing on its evolution from traditional to digital branding and the integration of hybrid in- store and online models.
- To explore the influence of Indian Knowledge Systems (IKS) on retail brands, emphasizing how Indian philosophy shapes brand values and consumer perceptions in modern retail practices.
- To equip students with skills in developing brand strategies, including communication, storytelling, and leveraging emerging technologies like AI to enhance brand narratives and manage retail portfolios.
- To introduce students to key metrics for evaluating brand performance, using both financial and non-financial indicators, market research, and social media analytics while considering legal and ethical branding implications.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Define and explain the concepts of Retail Brand Management, its scope, and its importance in modern retail strategies.	K1
CLO2	Analyze and develop a strategic retail brand management plan that includes branding, communication, and brand architecture.	K2
CLO3	Understand the concept of brand equity and apply appropriate methods to measure and enhance it.	K3
CLO4	Evaluate and apply digital transformation techniques and new technologies like AI, AR, and VR to enhance retail brand experiences.	K4

Mapping with Programme Learning Outcomes

CLO	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	L	S	S
CLO2	M	S	S	S	M
CLO3	M	S	S	S	S
CLO4	S	M	S	S	S

S-Strong; M-Medium; L-Low

RETAIL BRAND MANAGEMENT- RM23C15- 88 HRS

UNIT I

(18 Hrs)

Introduction to Retail Brand Management: Meaning and Scope of Retail Brand Management - Importance of Branding in Retail - Evolution of Retail Branding: From Traditional to Digital. Types of Retail Brands: National vs. Private Labels - Store Brands and Exclusive Brand Partnerships - Hybrid Models: Combining In-store and Online Branding. Indian Knowledge System in Retail Branding - Influence of Indian Philosophy on Brand Values.

UNIT II

(18 Hrs)

Brand Strategy Development: Building and Developing a Retail Brand Strategy - Steps in Creating a Strong Brand Strategy for Retail Businesses - Analyzing Consumer Trends and Market Insights - Role of Consumer Behavior and Psychographics in Branding. Brand Communication Strategy: Brand Storytelling (Importance and Techniques) - Virtual Stores-Artificial Intelligence in Brand Communication. Retail Brand Architecture: Managing Multiple Brands within a Retail Portfolio - Integrating Indian Values in Retail Brand Architecture.

UNIT III

(17 Hrs)

Brand Equity: Understanding Brand Equity - Definition and Components of Brand Equity (Awareness, Loyalty, Associations, Perceived Quality) - Methods to Measure and Enhance Brand Equity Brand Reputation Management: Crisis Management and Rebuilding Trust - Role of ESG (Environmental, Social, Governance) Values in Enhancing Brand Equity. - Case studies of Successful Brand Recovery (e.g., Domino's Pizza, Starbucks)

UNIT IV

(17 Hrs)

Digital Transformation in Retail Branding: Importance of Online Presence in Retail Branding- Building a Digital Brand: Website, Social Media, and Content Strategy - E-commerce vs. Traditional Retail Branding Technology and Retail Branding: Use of AI, AR, and VR in Enhancing Retail Brand Experience - Role of Data Analytics and Personalization in Brand Strategy - Future Trends in Digital Branding

UNIT V

(18 Hrs)

Brand Performance and Measurement: Metrics for Evaluating Brand Health and Effectiveness - Financial and Non-Financial Indicators of Brand Success - Using Surveys, Social Media Analytics, and Market Research for Brand Evaluation. Legal and Ethical Aspects of Retail Branding: Legal Issues in Branding - Ethical Considerations in Retail Branding

Text Book

S. No.	Authors	Title	Publishers	Year and Edition
1.	Jaywant Singh & Paurav Shukla	Brand Management: Principles and Applications for Effective Branding	Kogan Page	2024 and 1st edn.
2.	Kevin Lane Keller and Vanitha Swaminathan	Strategic Brand Management: Building, Measuring, and Managing Brand Equity	Pearson	2024 and 1 st edn.
3.	Barry Berman and Joel R. Evans	Retail Management: A Strategic Approach	Pearson Education	2023 and 13 th edn.

Books for Reference

S. No.	Authors	Title	Publishers	Year and Edition
1.	Mark Kingsley	Universal Principles of Branding	Rockport Publishers	2023 and 6 th edn.
2.	Christoph Burmann, Nicola-Maria Riley, Tilo Halaszovich, Michael Schade, Kristina Klein, Rico Piehler	Identity-Based Brand Management: Fundamentals—Strategy—Implementation—Controlling	Springer Gabler Wiesbaden	2023 and 2nd edn.
2.	David Gilbert and Fiona Ellis-Chadwick	Retail Marketing Management: Principles, Practices, and Strategies	Pearson Education	2022 and 4th edn.
3.	Wilson Ozuem	Brand Management: An Introduction Through Storytelling	Springer	2022 and 1st edn.

Reference Links

S. No	Unit	Topic	Link
1	I	Store Brands and Exclusive Brand Partnerships	https://www.youtube.com/watch?app=desktop&v=aTcqI8r2r6c
2	II	Brand Storytelling	https://www.youtube.com/watch?v=oyEwTfZ1wzg
3	II	Role of Consumer Behavior and Psychographics in Branding	https://www.youtube.com/watch?v=Dy2TM3-gXus
4	III	Methods to Measure and Enhance Brand Equity	https://www.youtube.com/watch?v=H8BbeXkgqIM
5	III	Case studies of Successful Brand Recovery	https://www.youtube.com/watch?v=fxjFr54LLOw
6	IV	E-commerce vs. Traditional Retail Branding	https://www.youtube.com/watch?v=Stp0YNBq-Vo
7	IV	Future Trends in Digital Branding	https://www.youtube.com/watch?v=oZraOi6eBWg
8	V	Ethical Considerations in Retail Branding	https://www.youtube.com/watch?v=wPq3VqOQYn8

Pedagogy

- Lecture by chalk and talk, power point presentation, e-content, group discussion, assignment, quiz, peer learning, seminar.

Course Content and Presentation Schedule

Module No	Topics	CLO Levels	No of Hours	Content Delivery Methods	Learning Methods
UNIT I (18 Hours)					
1	Introduction to Retail Brand Management : Meaning and Scope of Retail Brand Management	CLO 1, CLO 2	2	PPT, Chalk & Talk	Participatory Learning
2	Definition and Importance of Branding in Retail	CLO 1, CLO 3	2	Video, PPT	Experiential Learning
3	Evolution of Retail Branding: From Traditional to Digital	CLO 2, CLO 3	2	PPT, Case Study	Problem-Based Learning
4	Types of Retail Brands: National vs. Private Labels	CLO 3, CLO 4	3	PPT, Debate	Participatory Learning
5	Store Brands and Exclusive Brand Partnerships	CLO 3, CLO 4	3	Video, PPT	Experiential Learning

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM23E02	CONSUMER BEHAVIOR	THEORY	73	2	-	4

Preamble

- To Understand why People buy things, how AI affects their choices, and why this is important for businesses.
- Learn how consumers make decisions, what drives them, and how new technologies like augmented reality impact their choices.
- Explore how consumer thoughts, feelings, attitude and technology influence what consumers buy and how consumers see brands.
- To discuss consumer learning, consumer involvement and latest trends in consumer behavior for today's market.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the fundamental concepts and principles of consumer behavior, including its definition, scope, and significance in the marketing context.	K1
CLO2	Gain insights into the consumer decision-making process, including the identification of buying motives, attitude, different consumer roles and the impact of augmented reality on consumer choices.	K2
CLO3	Analyse the impact of psychological and sociological factors that influence consumer decisions.	K3
CLO4	Explore consumer learning, involvement & decision making	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	M	S	S	S
CLO3	S	S	M	S	S
CLO4	S	S	S	S	L

S-Strong; M-Medium; L- Low

CONSUMER BEHAVIOR- RM23E02- 73 HRS

UNIT – I

(15 Hrs)

Introduction to Consumer Behaviour: Meaning and Definition of Consumer Behaviour- Scope and Application of Consumer Behaviour- Why Study Consumer Behaviour- Evolution of Consumer Behaviour as a Field of Study and its Relationship with Marketing: Behavioural Dimension- Role of Artificial Intelligence in Consumer Buying Behaviour- Applications in Marketing, Consumer Research Process - Consumer Research in the Age of Big Data & Predictive Modelling

UNIT – II

(15 Hrs)

The Consumer Decision Process: Types, Buying Motives- Buying Roles- Levels of Consumer Decision Making- Problem Recognition - Information Search - Alternative Evaluation – Purchase Selection – Post purchase Evaluation - Augmented Reality and its Influence on the Consumer Decision Making Process - Micro-Moments & Contextual Buying Behaviour

UNIT – III

(15 Hrs)

Psychological Influences on Consumer decision-making: Consumer's Needs and motivation- Emotions and Mood- Consumer Involvement- Personality- Self-concept and Self-image- Consumer Perception- Risk and Imagery- Virtual Reality Influencing Consumer Psychology and Brand Image - Psychology of Augmented Reality and virtual Reality in visual Marketing-Attitude.

UNIT – IV

(14 Hrs)

Sociological Influences on Consumer Decision Making: Consumer groups- Consumer reference groups- Family and Life cycle- Social class and mobility- lifestyle analysis- Culture; Sub- Culture- Cross Culture- Interpersonal Communication and influence - Diversity and Inclusion in Consumer Markets - Generational Perspectives

UNIT – V

(14 Hrs)

Consumer Learning and Involvement: Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Concept of Involvement, Dimensions of Involvement - Model of consumer involvement. Emerging Trends in Consumer Behaviour: Consumer Behaviour across segments - Online Shopping - Mobile shopping - Subscription Based Services on Consumer Behaviour - Sustainable & Ethical Consumption

Text Book

S.No	Authors	Title	Publishers	Year and Edition
1	David Mothersbaugh, Susan Bardi Kleiser, Delbert Hawkins	Consumer Behavior: Building Marketing Strategy	McGraw Hill	2024 and 15 th edn.
2	Andrew Smith	Consumer Behaviour	Pearson	2023 and 2 th edn.
3	Prem Kumar	Trends on consumer buying behaviour	Redgrab Books Pvt Ltd	2022 and 1 st edn.

Books for Reference

S.No	Authors	Title	Publishers	Year and Edition
1	Dr Raja Mukherjee	Consumer Buying Behaviour: Dairy Feed Additive Market	The Shambhavi M Associate	2023 and 3 rd edn.
2	Hoffmann, S., & Akbar, P	Consumer Behavior: Understanding Consumers - Designing Marketing Activities	Springer Fachmedien Wiesbaden.	2023 and 2 nd edn.
3	Zubin Sethna	Consumer Behaviour	Sage Publishing	2023 and 5 th edn.

Reference Links

S.No	UNIT	Topic	Reference Learning Links
1	I	Application of Consumer Behaviour	https://www.youtube.com/watch?v=60eRK7AwgwM
2	I	Role of Artificial Intelligence in Consumer Buying Behaviour	https://www.youtube.com/watch?v=b0FRXzbnvyg
3	II	Levels of Consumer Decision Making	https://www.youtube.com/watch?v=-VEYbyVZh7E
4	II	Augmented Reality and its Influence on the Consumer Decision Making Process	https://www.youtube.com/watch?v=7pdmbbgR8OY
5	III	Emotions and Mood	https://study.com/learn/lesson/emotions-moods-types-list-examples.html
6	III	Psychology of Augmented Reality & Virtual Reality in visual Marketing	https://www.udemy.com/course/marketing-psychology/
7	IV	Family and Life cycle	https://study.com/academy/lesson/video/the-family-life-cycle-definition-stages-theory.html
8	V	Online Shopping	https://www.youtube.com/watch?v=ad-GuV6YIMI

Pedagogy

- Lecture by chalk and talk, power point presentation, e-content, group discussion, assignment, quiz, peer learning, seminar.

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB23E05	STRATEGIC MANAGEMENT	THEORY	73	2	-	4

Preamble

- To provide students with a strong foundation in the understanding of strategic concepts, theories, and techniques.
- To enable students to comprehend the applicability of various strategies in diverse organizational situations.
- To foster the growth of students' strategic thinking and decision-making abilities within different organizational environments.
- To encourage students to critically reflect on existing strategic theories and tools, fostering the creativity to combine and generate frameworks or tools for application in organizations when applicable.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Define and describe the principles of strategic management, environmental and organizational analysis frameworks, types of strategies, implementation aspects, and evaluation & control processes.	K1
CLO2	Explain stakeholder expectations, sustainability concepts, and ESG frameworks, interpret AI-powered scanning and analysis methods, summarize corporate and digital strategies, outline strategy implementation challenges and clarify strategic control systems.	K2
CLO3	Apply mission, vision, and objectives to business contexts, use SWOT, TOWS, VRIO, and ETOP for organizational assessment, apply tools like BCG, GE9 Cell, and Business Model Canvas, implement AI-enabled decision-making and structural strategies, and design contingency plans.	K3
CLO4	Analyze leadership and strategic lessons from Indian texts with modern practices, critically evaluate industry and competitor data with AI insights, assess growth, retrenchment, and green strategies, examine geopolitical and behavioral barriers in implementation and evaluate failures, controls, and resilience strategies.	K4

Mapping with Programme Learning Outcomes s

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	L	S
CLO2	S	S	M	L	S
CLO3	S	S	S	M	S
CLO4	S	S	S	M	S

S-Strong; M-Medium; L-Low

STRATEGIC MANAGEMENT - BB23E05 - 73 HOURS

UNIT- I (15 Hrs)

Introduction to Strategic Management: Concept of Strategic Management - Need – Strategic Planning Process – Levels of Strategy - McKinsey 7S Model- Strategic Vision - Corporate Mission – Objectives –Key Stakeholders Expectations – Strategic Management in a new Globalized Economy- 21st Century Approach to Business Strategy - Sustainability and ESG (Environmental, Social, and Governance) – Strategic Lessons from Indian Mythology (Kautilya's Arthashastra & Mahabharata).

UNIT-II (14 Hrs)

Environmental and Organizational Analysis: Concept & Types of Environmental Analysis – Industry and Competitor Analysis – AI-powered Environmental Scanning - Competitive Advantage – ETOP – Organisational Analysis - Internal, Comparative and Comprehensive Analysis - OCP and SWOT Analysis –TOWS Analysis –VRIO Analysis.

UNIT– III (15 Hrs)

Types of Strategies : Introduction to Corporate Strategies & Types – Stability, Growth, Retrenchment and Combination Strategies – Global Strategy – Aspects-Types-Importance - Generic Strategies- Blue Ocean Strategy -Digital Strategy -Agile Strategy - ESG-driven Green Ocean Strategies.

Strategic Management Tools: BCG, GE9 cell Matrix, DPM and SPACE Matrix-Business Model Canvas for an Industry 5.0 Environment.

UNIT- IV (15 Hrs)

Strategy Implementation: Meaning – Aspects of Implementation – Procedural Implementation – Structural Considerations — Resource Allocation -- Behavioral Implementation.

Strategic Thinking –Application of Tantrayukti in Strategy Implementation - Impact of AI on Strategic Thinking and Decision Making - Geopolitical Risk in Strategy Execution.

UNIT-V (14 Hrs)

Strategy Evaluation and Control: – Meaning - Control Criteria – Control Techniques – Reasons for Strategy Failure and Methods to Overcome -Contingency and Mitigation Planning - Managing Strategic Change - Business Continuity Plan (BCP) and its Influence on Strategic Management.

Case Studies (Internal Evaluation Only)

Text Book

S.No	Authors	Title	Publishers	Year and Edition
1	Shantam Shukla, Shashwat Shukla	Strategic Management: Text and Cases	McGraw Hill	2025 and 1st edn
2	L. M Prasad	Strategic Management	Sultan Chand & Sons	2024 and 8th edn
3	C B Gupta	Strategic Management	S Chand Publishing	2024 and 1st edn
4	Fred R. David, Forest R. David	Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Global Edition	Pearson Education	2022 and 17th edn

Books for Reference

S.No	Authors	Title	Publishers	Year and Edition
1	Melissa A. Schilling, Ravi Shankar.	Strategic Management of Technological Innovation	McGraw Hill	2025 and 7th edn
2	Rajesh Ray	Sustainable Business Strategies: Integrating ESG and Circular Economy.	McGraw Hill	2025 and 1st edn
3	Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford, Purva Kansal	Strategic Management and Business Policy: Globalization, Innovation and Sustainability	Pearson	2023 and 16th edn

Reference Links

S.No	Topic	Reference Links
1	Strategic planning process	https://youtu.be/8-pcuDIQKUw https://drive.google.com/file/d/0BzTQ7doC5eGSaVRtd2xic1RRYms/view?resourcekey=0-ilYiLS3SPiOZzVqL6oec3
2	Mckinsey's 7S Model	https://youtu.be/qlup1_eQ2o4
3	Strategic lessons from Indian Mythology.	https://youtu.be/WKr-lfE4QaE https://mpira.ub.uni-muenchen.de/71771/1/MPRA_paper_71771.pdf https://www.scribd.com/doc/243166292/Strategic-Management-Lessons-From-Indian-Mythology https://www.jagannath.org/blog/lessons-in-management-from-indian-mythology/
4	Concept & Types of Environmental Analysis	https://youtu.be/RnR2jJK0Gh8
5	PESTLE	https://youtu.be/kOfJT-WXeH4
6	Competitor Analysis	https://youtu.be/1okDIlbxDgc

7	Organizational Analysis & Internal Analysis	https://youtu.be/RcG7EtYZcB4
8	SWOT Analysis	https://youtu.be/V4HT0N29Low
9	VRIO Analysis	https://youtu.be/RMlbCpcpSt8
10	Introduction to Corporate Strategies & Types	https://youtu.be/oJNTKLYEnZk
11	Blue Ocean Strategy	https://youtu.be/SaQ_Qlih_8c
12	BCG	https://youtu.be/8dlREFnN_Ls
13	GE9cell Matrix	https://youtu.be/4oJUOTWdIF4
14	Strategy Implementation - Meaning	https://youtu.be/vB1CG_iZ-Gc
15	Structural Considerations	https://youtu.be/1FPQTT3FULA
16	Tantrayukti in Strategy Implementation	https://www.proquest.com/docview/1757045862?sourcetype=Scholarly%20Journals https://www.gapgyan.org/res/articles/(1-9)%20TANTRAYUKTI%20AN%20ANCIENT%20TECHNIQUE%20TO%20FORMULATE,%20CONCEPTUALIZE%20AND%20COMPREHEND%20A%20TREATISE.pdf
17	Strategy Evaluation	https://youtu.be/rb67B5SFgAE
18	Strategic Control	
19	Control Techniques	https://youtu.be/iK0CYiKLONQ
20	Managing Strategic Change	https://youtu.be/My1M0xIJVr0

Pedagogy

- PowerPoint Presentations, Group Discussion, Seminar, Quiz Assignment, Discussion.

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BB23E06	CORPORATE ACCOUNTING	Theory	73	2	-	4

Preamble

- To equip students with comprehensive knowledge of corporate accounting principles and practices applicable to modern business entities.
- To enable learners to understand and interpret financial statements for effective decision-making in a corporate environment.
- To develop the ability to analyse the impact of various corporate transactions on financial records and reports.
- To foster an in-depth understanding of advanced accounting treatments relating to assets, liabilities, and shareholders' equity.

Prerequisite

- Basic understanding of financial accounting concepts and principles, including journal entries, ledgers, and preparation of trial balance.
- Fundamental knowledge of business organization and company law provisions relating to share capital, financial reporting, and accounting standards.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Ability to understand the accounting methods for special company events, including share issues, redemptions, forfeitures, amalgamations, and absorptions.	K1
CLO2	Recognise & familiarise with the various tools used for accounting for owners' equity, debentures, redemption, and amalgamation.	K2
CLO3	Associate the components of final accounts in amalgamation, absorption, reconstruction accounts, and holding companies.	K3
CLO4	Analyse & perform fundamental accounting and reporting requirements of the Companies Act, and the ability to prepare consolidated accounts for a corporate group.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	L	S	M
CLO2	S	S	M	S	M
CLO3	M	S	S	M	S
CLO4	M	S	M	S	S

S-Strong; M-Medium; L-Low

CORPORATE ACCOUNTING - BB23E06 – 73 HRS

UNIT-I (15Hrs)

Accounting for the issue of shares (Including forfeiture and reissue) and debentures in a company - Redemption of preference shares and debentures - Ind AS / IFRS treatment for issue and redemption of financial instruments (equity, preference, debentures)

UNIT-II (14Hrs)

Profit Prior to Incorporation – Company Final Accounts

UNIT-III (14Hrs)

Amalgamation, Absorption and Reconstruction Accounts - Accounting for Corporate Restructuring under Insolvency and Bankruptcy Code (IBC), 2016

UNIT-IV (15Hrs)

Holding Companies – Prepare Consolidated balance sheet of a holding company and its subsidiaries - Consolidated Financial Statements under IFRS 10

UNIT-V (15Hrs)

Valuation of shares in Companies - Valuation of Goodwill and Liquidators Final Statement of Account – Valuation Techniques for Intangible Assets - Contingency & Events Occurring after the Balance Sheet - Valuation of Start-ups and Unicorns (DCF, VC Method, Comparable Multiples)

Theory - 20% and Problems - 80%

Text Book

S.No	Authors	Title	Publishers	Year and Edition
1.	S.P.Jain & K.L.Narang, Simmi Agrawal	Corporate Accounting	Kalyani Publishers	2024 and 15 th edn
2.	SN. Maheshwari, Suneel K Maheshwari, & Sharad K Maheshwari	Corporate Accounting	Vikas Publishing House Pvt Limited	2023 and 12 th edn

Books for Reference

S.No	Authors	Title	Publishers	Year and Edition
1.	CA Dr. P C Tulsian, Tushar Tulsian, CA Bharat Tulsian	Corporate Accounting	S. Chand & Sons	2023 and 13 th edn
2.	Dr. S.M. Shukla, Dr. K.L. Gupta	Corporate Accounting	Sahitya Bhawan Publications	2023 and 53 rd Revised edn

Reference Links

S.No	Units	Topics	Reference Links
1	I	Redemption of preference shares	https://www.youtube.com/watch?v=tJ03LIbQXCw
2	II	Company Final Accounts	https://www.youtube.com/watch?v=MnIN8u85n-Q
3	III	Absorption and Reconstruction Accounts	https://www.youtube.com/watch?v=RwnFaxQdV7o
4	IV	Consolidated balance sheet of a holding company	https://www.youtube.com/watch?v=1-sfk_bgKIU
5	V	Valuation of Goodwill	https://www.youtube.com/watch?v=J4YiFI2upDc
6		Liquidators' Final Statement of Account	https://www.youtube.com/watch?v=2eLfKF1PY-s&list=PLtTiiMHFoGIVueF7Q77X8mb-mKOsNjN59&index=5

Pedagogy:

Chalk & Talk, Lecture, Problems, Seminar, PPT, Group Discussion.

Course Content and Presentation Schedule

Module No.	Topic	CLO	No. of periods	Content Delivery Method	Learning Methods
UNIT - I (15 Hours)					
1.	Accounting for the issue of shares	CLO1, CLO2, CLO3, CLO4	2	Lecture – Chalk & Talk, PPT	Participatory Learning
2.	(Including forfeiture and reissue) and debentures in a company	CLO1, CLO2, CLO3, CLO4	3	Lecture – Chalk & Talk, PPT	Problem-based learning
3.	Redemption of preference shares and	CLO1, CLO2, CLO3, CLO4	2	Lecture – Chalk & Talk, PPT	Problem-based learning
4.	debentures.	CLO1, CLO2, CLO3, CLO4	2	Lecture – Chalk & Talk, PPT	Problem-based learning
5.	Ind AS / IFRS treatment for issue and redemption of financial instruments (equity, preference,	CLO1, CLO2,	3	Lecture – Chalk & Talk, PPT	Experiential Learning

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM23E03	INTEGRATED MARKETING COMMUNICATION	THEORY	73	2	-	4

Preamble

- To provide an in-depth understanding of Integrated Marketing Communication (IMC) principles and tools
- To equip students with the knowledge and skills to analyze and apply communication process models and research methods in the context of IMC
- To enable students to develop effective marketing communication strategies, including setting objectives, budgeting, and utilizing marketing techniques.
- To understand the role of advertising, sale promotion, implementation strategies, digital marketing and social impact of sales and advertising.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Demonstrate a comprehensive understanding of the principles and tools of Integrated Marketing Communication (IMC), advertising and sales	K1
CLO2	Analyze and apply various communication process models and research methods to effectively plan, execute and usage of mass media.	K2
CLO3	Summarize and operationalize sales promotion, marketing communication strategies by setting clear objectives, creating budgets and digital marketing.	K3
CLO4	Adapt to the dynamic landscape of IMC by exploring and leveraging social media marketing, understanding technology trends, and considering ethical considerations in marketing practices.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	M	S	S
CLO3	S	S	S	S	L
CLO4	S	S	S	M	S

S-Strong; M-Medium; Low

INTEGRATED MARKETING COMMUNICATION- RM23E03 - 73 HRS

UNIT I (15 Hrs)

Introduction to Integrated Marketing Communication (IMC): Meaning – Role – Significance of IMC in Modern Marketing – One Voice Communication Versus IMC – Introduction to IMC tools: Advertising, sales promotion, publicity, public relations and event sponsorship. Measuring Marketing Effectiveness: Marketing Analytics and Metrics: Return on Investment- IMC Measurement and Campaign Evaluation.

UNIT II (15 Hrs)

Understanding Communication Process: Media Channel and IMC Elements – Source, Message and channel factors - Communication response hierarchy: AIDA model – Hierarchy of effect model - Innovation adoption model - Information processing model – Communication Research and Analysis: Methods of Communication Research – Analyzing Communication Campaigns, Application of AI in IMC.

UNIT III (15 Hrs)

Planning for Marketing Communication (Marcom) – Setting Marcom Objectives and Goals Role of AR and VR in Marcom – Story Telling in Marcom - DAGMAR approach for setting Ad objectives – Media Planning and Budgeting – Factors Influencing Budget – Theoretical approach to budgeting – Content Marketing Strategies – Content Creation – Content Calendar – Content Management –Hyper-Personalization in Retail IMC Campaigns

UNIT IV (14 Hrs)

Advertising - Message and copy development- Creative strategies in advertising - Web Advertising. Digital Marketing - 6M Framework -Social Media Marketing -Social commerce - Implementing the programme Coordination and Control - Advertising Agencies - Organization and Operations - E-WOM (Electronic Word of Mouth) in Retail Branding- Voice Commerce and Smart Assistant Advertising.

UNIT V (14 Hrs)

Sales Promotion: Program Implementation -Purpose and Timing of Sales Promotion Activities Consumer and Sales Channel -Oriented Promotions - Planning, Budgeting, Implementing, and Controlling Campaigns – Control - Measurement of Effectiveness - Ethics, Economics, and Social Relevance - Integrated Marketing Communication - Role of Big Data in Evaluating Retail Promotions Effectiveness

Text Book

S.No	Authors	Title	Publishers	Year and Edition
1	Anubhav Mishra, Tata Sai Vijay	Integrated Advertising, Promotion, and Marketing Communicating in a Digital World	Taylor & Francis	2023 and 1st edn
2	Shimp, T. A	Advertising and Sales Promotion	Cengage Learning	2023 and 11 th edn
3	Philip J. Kitchen, Marwa E. Tourky	Integrated Marketing Communication	Springer International Publishing	2022 and 1 st edn

Books for Reference

S.No	Authors	Title	Publishers	Year and Edition
1	PR Smith & Ze Zook	Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies	Kogan Page	2024 and 8 th edn
2	Jerome M. Juska	Integrated Marketing Communication: Advertising and Promotion in a Digital World	Routledge (Taylor & Francis Group)	2022 and 2 nd edn
3	Lawrence Ang	Principles of Integrated Marketing Communications- An Evidence - Based Approach	Cambridge University Press	2022 and 2 nd edn
4	Blech George E, Belch Michael A, Purani Keyoor	Advertising and Promotion	McGraw Hill Books	2022 and 3 rd edn

Reference Links

S. No	UNIT	Topic	Links
1	I	One Voice Communication Versus IMC	https://mpk732t22015.wordpress.com/2015/09/19/integrated-marketing-communication-the-path-to-successful-marketing-group-160/
2	I	Marketing Analytics and Metrics	https://study.com/academy/lesson/marketing-analytics-metrics.html
3	II	Media Channel and IMC Elements	https://study.com/academy/lesson/emerging-integrated-marketing-communication-channels.html

4	II	Methods of Communication Research	https://onlinecourses.swayam2.ac.in/ugc19_hs23/prev view
5	III	Setting Marcom Objectives and Goals	https://www.paperflite.com/blogs/marcom- marketing-communication
6	III	Theoretical approach to budgeting	https://www.futurelearn.com/info/courses/financial- analysis-business-performance-planning- budgeting- forecasting-sc/0/steps/192466
7	IV	Social commerce	https://www.youtube.com/watch?v=FpCq2TASD2w
8	IV	Content Marketing	https://www.youtube.com/watch?v=0R_3iarc8IA
9	V	Consumer and Sales Channel	https://www.youtube.com/watch?v=D_2QUjuIGxw&t=40s
10	V	Advertising & Ethics	https://egyankosh.ac.in/bitstream/123456789/57237/1/Unit13.pdf

Pedagogy:

- Lecture by chalk and talk, power point presentation, e-content, group discussion, assignment, quiz, peer learning, seminar.

Course Content and Presentation Schedule

Module No.	Topic	CLO Levels	No of Hours	Content delivery method	Learning Modules
UNIT I (15 Hours)					
1.	Introduction to Integrated Marketing Communication (IMC): Meaning	CLO1/ CLO2	1	Chalk & Talk, PPT	Participatory Learning
2.	Role- Significance of IMC in Modern Marketing	CLO1/ CLO2/C LO3	2	PPT, OER Video	Participatory Learning
3.	One Voice Communication Versus IMC	CLO2/ CLO3	2	PPT, OER Video	Participatory Learning
4.	Introduction to IMC tools	CLO2/ CLO3	1	Chalk& Talk, PPT	Participatory Learning
5.	Advertising, sales, promotion, publicity, public relations and event sponsorship	CLO2/ CLO3/ CLO 4	3	PPT, OER, Video	Experiential Learning

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BB23E07	SERVICES MARKETING	Theory	73	2	-	4

Preamble

- Services dominate global and Indian economies, making Services Marketing essential to understand the unique nature, scope, and challenges of services.
- The course focuses on the extended marketing mix, consumer behaviour, and strategies for positioning, demand-supply management, and customer relationship building.
- It highlights the role of AI, automation, and digital platforms in optimising processes, monitoring quality, and enhancing customer engagement through omnichannel approaches.
- With applications across diverse industries, learners gain conceptual and practical insights to design strategies, adopt emerging technologies (AR, VR, blockchain, metaverse), and manage service crises effectively.

Prerequisite

- Fundamental knowledge of core marketing concepts (4Ps, consumer behaviour, market segmentation).
- Familiarity with business environment, digital marketing, and globalisation.
- Basic awareness of AI, automation, and analytical skills for interpreting marketing data.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Ability to recognize the primary requirements and magnitude of services marketing in promoting services.	K1
CLO2	Demonstrate the knowledge to design and select strategies in an evolving market to meet the unique characteristics of a service, as well as the challenges and opportunities of the services industry in a new technology-integrated world.	K2
CLO3	Apply the skill in service classification, technology, and promotion strategies to identify the service gap between customer expectations and service delivery. Develop an appropriate communication system to study consumer behavior and deliver quality service in each service sector.	K3
CLO4	Analyse customer satisfaction by applying key service elements and concepts to establish an optimal service design and service excellence by providing better quality service in the long run through AI integration in each service sector.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	L	S	M
CLO2	M	S	S	M	L
CLO3	M	S	M	S	S
CLO4	S	M	S	M	S

S-Strong; M-Medium; L-Low

SERVICES MARKETING - BB23E07 – 73 HRS

UNIT I (14 Hrs)

Service Marketing - Introduction to Services - Meaning and Definition- Nature and Scope- Characteristics - Challenges and issues of service marketing - Service marketing in India – Classifications of services - Services and Technology – AI application in the Service Industry - Effective Management of Service Marketing - Demand and Supply Management through Capacity Planning and Segmentation.

UNIT II (15 Hrs)

Marketing Mix in Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies and Tactics, Promotion of Service and Placing of Distribution Methods for Services - Additional dimension in Services Marketing – People, Physical Evidence and Process – Internal Marketing of Services Consumer Behaviour in Service Marketing- Consumer Behaviour Analysis with AI - Service process design and optimization with automation and AI. Digital & Omni-Channel Service Marketing.

UNIT III (14 Hrs)

Positioning of services – Introduction - Designing service delivery System - Service Channel – Pricing of services – objectives - methods - Services in the retail sector – Service Level Agreements (SLA) – Service marketing triangle – Service Strategy - Internal versus External Orientation of Service Strategy Integrated Service Marketing Communication - AI-powered Chatbots and Virtual Assistants.

UNIT IV (15 Hrs)

Quality of Services – Introduction - Importance of Quality in Services - Delivering Quality Service: Causes of Service Failure – Service Quality Dimensions - Service Quality Models (Parasuraman, Zeithaml, Bitner (PZB) Gap Model - SERVQUAL and SERVPERF) - Service Recovery Strategies with Technology Integration - AI Applications in Monitoring Service Quality. Net Promoter Score (NPS) and loyalty tracking.

UNIT V (15 Hrs)

Service Marketing Strategies and Digital Transformation in - Health – Hospitality – Tourism – Financial – Logistics – Educational – Entertainment – Retail and E-commerce - public utility & IT – Applying technology to service settings – e-services - Crisis Management in Service Marketing - Predictive Analytics for Crisis Forecasting - AR and VR in service experiences - Blockchain and its applications in service industries. Metaverse in Service Marketing

Case Studies - Internal Evaluation Only

Text Book

S.No	Author(s)	Title of the Book	Publisher	Year and Edition
1.	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Martin Mende	Services marketing: Integrating customer focus across the firm	Dubuque McGraw-Hill Education	2023 and 8th edn

Books for Reference

S.No	Author(s)	Title of the Book	Publisher	Year and Edition
1	Jochen Wirtz, Christopher Lovelock	Services Marketing People, Technology, Strategy	World Scientific	2023 and 9th edn
2	Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons	Service Management: Operations, Strategy, Information Technology	McGraw-Hill	2024 and 10th edn

Reference Links

S.No	Units	Topics	Reference Links
1	I	Services Meaning and Definition -Characteristics, Challenges	NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management) NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management)
2		Services and Technology	NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management) NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management)
3	II	The Seven Ps	NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management)
4		Consumer Behaviour in Service Marketing	NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management) NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management)
5		Designing a service delivery System	NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management)

			NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management)
6	III	Integrated Service marketing communication	Managing Integrated Marketing Communications - I
7			Managing Integrated Marketing Communications - II
8		AI-powered Chatbots and Virtual Assistants	NPTEL : NOC:Strategic Services Marketing (Management)
8	IV	Delivering Quality Service	NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management) NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management)
9		Service Quality Models	Service Quality - II
10		Service Recovery Strategies with technology integration	NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management) NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management) NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management)
11	V	Digital Transformation	NPTEL : NOC:Strategic Services Marketing (Management)
12		AR and VR in-service experiences	NPTEL : NOC:Strategic Services Marketing (Management)
13		Blockchain and its applications in service industries	NPTEL : NOC:Strategic Services Marketing (Management)

Pedagogy

- Chalk & Talk, Lecture, Seminar, PPT, Group Discussion and Case Study.

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
IB23E04	CONTAINERIZATION AND MULTIMODAL TRANSPORT	Theory	73	2	-	4

Preamble

- To understand the fundamental concepts of containerization and its impact on international trade.
- To explore the principles and considerations of cargo stowage and handling in the context of multi-modal transport.
- To analyze the key factors and features of multi-modal trade routes and operations.
- To familiarize with international conventions and regulations governing multimodal transport and cargo liability.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Demonstrate a comprehensive understanding of containerization, its historical development, and its profound impact on the globalization of international trade.	K1
CLO2	Apply principles of cargo stowage and handling in multi-modal transport, taking into account various cargo types and characteristics, and evaluate factors influencing efficient cargo management.	K2
CLO3	Analyze the key factors that drive the development and features of multi-modal trade routes and operations, considering the advantages and challenges of different transportation modes.	K3
CLO4	Interpret and navigate the complex landscape of international conventions and regulations governing multimodal transport, cargo liability, and dangerous goods, ensuring compliance and risk management in global supply chain operations.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	M	S	S
CLO3	S	S	S	M	S
CLO4	S	S	S	S	L

S-Strong; M-Medium; L-Low

CONTAINERIZATION AND MULTIMODAL TRANSPORT - IB23E04 – 73 HRS

Unit – I (14 Hrs)

Basic concepts of Containerization: Meaning - Major Container Trades - The Evolution of Containerization - Container Ships - Terminal - Consideration of Container Terminal Planning - The Role of Automation in Container Terminals - Container Distribution - Container types - ISO Container Dimension by types - Features of Containerization - Industry 4.0: The Future of Smart Container Logistics. - Industry 4.0: Smart Container Management.

Unit – II (15 Hrs)

Cargos: International Trade Distribution - Stowage: Meaning - Stowage of cargo – Types of cargo - Characteristics - Cargo and Container handling equipment -Types of Packing - Smart Packaging: The Future of Cargo Handling - Cargo Marking and Labelling Standards: Best Practices- Augmented Reality: The Future of Air Cargo Operations. Digital cargo documentation.

Unit – III (15 Hrs)

Multi modalism: Multi-modal Trade Routes - Evolution – Basic Intermodal System - Future Trends in Multimodal Transport - Sustainability and Multimodal Transport Solutions - Factors in Development Features -Multi-Modalism strategy - Components – Data Analytics in Multimodal Transportation Optimization - Virtual Reality in Multimodal Learning. Resilience strategies in multimodal transport.

Unit – IV (15 Hrs)

Physical multi modal operations: Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle - Emerging Technologies in Road Transport Vehicles – Rail Transport Vehicle and Equipment - Air Transport - Port Infrastructure Development and Its Impact on Multimodal Operations - Ports - LCL - FCL - NVOCC - Factors affecting mode and route choice. Green corridors & electrified multimodal hubs.

Unit – V (14 Hrs)

Conventions relating to multimodal transport: Cargo Liability Convention - International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules (Appendix 8)) - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods – International Convention for safe containers (CSC). Understanding Cargo Liability: Implications of the Hague and Hague/Visby Rules - Regulatory Challenges in the Carriage of Perishable Goods. Concepts of Arthashastra for Trade and Transport. Geopolitical impacts on multimodal transport.

Text Books

S.No.	Authors	Title	Publisher	Year and Edition
1	Janis Klar	Container Logistics and Maritime Transport	Routledge	2024 and 1 st edn
2	Ryszard K. Miler, Eugeniusz Gostomski, Tomasz Nowosielski	Containerization in Maritime Transport: Contemporary Trends and Challenges	CRC Press	2022 and 1 st edn
3	David Glass	Freight Forwarding and Multi Modal Transport Contracts	Taylor & Francis	2024 and 2 nd edn

Reference Books

S.No.	Authors	Title	Publisher	Year and Edition
1	Peng Chen, Tia Boyd, Kristine Williams	Multimodal Transportation Planning (2024, Open Textbook)	Mavs Open Press	2023 and 1 st edn
2	Dong-Ping Song	Container Logistics and Maritime Transport (Routledge Studies in Transport Analysis)	Routledge	2022 and 1 st edn

Reference Links

S.No.	Unit	Topic	Links
1	I	Container Ships	https://www.youtube.com/watch?v=-dGUwNu55po
2	I	Industry 4.0: Smart Container Management	https://www.youtube.com/watch?v=qBGfQ68wrYQ
3	II	Types of cargo	https://www.youtube.com/watch?v=rXh0NvIIqLw
4	II	Augmented Reality: The Future of Air Cargo Operations	https://www.youtube.com/watch?v=dFl9ZNDdpJs
5	III	Evolution	https://www.youtube.com/watch?v=a-tg20tRLxA
6	III	Virtual Reality in Multimodal Learning	https://www.youtube.com/watch?v=KFLTYvTQsu8
7	IV	Specialized Vessels	https://www.youtube.com/watch?v=HYEKaNhXSq0&t=125s
8	IV	Factors affecting mode and route choice	https://www.youtube.com/watch?v=JaRTUkBFYuA
9	V	International Conventions relating to Bill of Lading	https://www.youtube.com/watch?v=reAjDV9j09g
10	V	International Convention for safe containers 1972 (CSC)	https://www.youtube.com/watch?v=HnE044i5BIY

Pedagogy

- Lecture by Talk & chalk, power point presentation, e-content, group discussion, assignment, quiz, peer learning, seminar, case study.

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM23SBP1	RETAIL ANALYTICS WITH R PROGRAMMING	PRACTICAL	-	4	41	3

Preamble

- To be exposed with the basic fundamentals of a business intelligence system.
- To understand the modeling aspects behind Business Intelligence.
- To understand the importing and exporting of data.
- Be exposed with different data analysis techniques.

Course Learning Outcomes

On the successful completion of the course, students will be able to Mapping with

CLO Number	CLO Statement	Knowledge Level
CLO1	To identify the fundamentals of business intelligence.	K1
CLO2	To examine business intelligence methods to various situations	K2
CLO3	To Apply various modeling techniques.	K3
CLO4	Analyze computing skills in statistics and solving complex analytical programs using R.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	M	S	S
CLO3	S	S	S	S	S
CLO4	S	S	S	S	L

S-Strong; M-Medium; L-Low

Programmes:

1. Create if a number is positive, negative or Zero.
2. Find addition, subtraction, matrix multiplication, and division for sales data using R.
3. Write a program to calculate the sum, mean, and product of a vector in R Programming.
4. Create factors and plot a graph
5. Create an array for customer data using R.
6. Find the standard deviation and variance using R
7. Import and visualize sales data using scatter plots.
8. Write a program to give input from customer data using R.
9. To generate a random number using runif() function and rnorm() function in R.
10. Find the factor of sales data using a loop statement and an if statement.
11. Write a Program to Calculate the Median and Mode
12. Write a program to create a Line Chart for Sales Growth

Text Book

S.No.	Authors	Title	Publishers	Year and Edition
1.	Rhoda Okunev	Analytics for Retail	Apress	2022 and 6 th edn.

Books for References

S.No.	Authors	Title	Publishers	Year and Edition
1.	Daniel Daniel Bell	R Programming	Pearson	2021 and 3 rd edn.
2	Hadley Wickham	Advanced R	Wiley	2023 and 2 nd edn.

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
RM23AC3	OMNICHANNEL RETAILING	THEORY	-	-	-	5

Preamble

- To familiarize the key concepts, principles and emerging trends in omnichannel retailing.
- To acquaint the students to develop strategies for integrating and coordinating various sales channels incorporating AI technologies.
- To help the students to analyse and evaluate the impact of omnichannel strategies on customer experience.
- To enable the students to acquaint knowledge on evaluating the performance of omnichannel retailers through key performance indicators and with data source.

OMNICHANNEL RETAILING- RM23AC3

UNIT I

Omnichannel Retailing – Meaning – Omnichannel Vs Multichannel – Industry Trends and Transformations - Principles – Significance – Benefits – Challenges – Technology and Infrastructure Requirements – Data Security and Privacy – Legal and Regulatory Consideration – Customer Expectations and Preferences in the Digital Age- Sustainability in Omnichannel Retailing Time- Tested Traditions: Insights into Indian Retail Practices

UNIT II

Channel Integration and Co-ordination – Need – Channel Integration Strategies- Mobile Integration and Apps – Customer Data Integration – Measuring and Improving Channel Integration - Customer Journey Mapping – Order Co-ordination Across Channels – Multiple Fulfilment Options – Challenges. Emerging Technologies in Omnichannel Retailing

UNIT III

Customer Experience and Personalization – Understanding the Modern Customers – Customer Segmentation – Loyalty Programs – Gamification in Customer Experience –Multi Channel Customer Service – AI in Customer Support -Customer Data Management – Cross-Channel Customer Experience- Personalization Strategies - Application of AR and VR for Virtual Shopping Experience- Integration of Indian Crafts and Traditional Knowledge with Modern Technologies

UNIT IV

Omnichannel Strategy and Investment: Strategies for efficient inventory management across channels - Reducing out-of-stocks and excess inventory with data-driven approaches - Financial considerations for e-commerce and omnichannel investments - Calculating the return on investment (ROI) for technology and marketing initiatives - Budgeting and resource allocation for omnichannel growth- Ancient Marketplaces as Centers of Knowledge Exchange

UNIT V

Evaluating the Performance of Omnichannel Retailers: significance of evaluating omnichannel retail performance - Key performance indicators (KPIs) for measuring success, Data Sources and Analytics Tools: Sources of data for performance evaluation (sales data, customer data, website analytics) - Introduction to analytics tools and platforms for data analysis - Customer Sentiment

Analysis and Marketing 5.0 Applications in Omnichannel Retailing - Benchmarking and Competitive Analysis

Text Book

S.No	Authors	Title	Publishers	Year and Edition
1	Tim Mason, Sarah Jarvis	Omnichannel Retail: How to Build Winning Stores in a Digital World	Kogan Page	2023 and 2 nd edn.
2	Andrew C. Peterson	Retail Marketing and Omnichannel Management	McGraw Hill Education	2024 and 3 rd edn.

Books for Reference

S.No	Authors	Title	Publishers	Year and Edition
1	Alexandre Baquet Caroline Huang	Omnichannel Retail- New Strategies in International Business	ESMOD	2023 and 1 st edn.
2	Ken Kwong-Kay Wong	Omni-Channel Retailing: A Strategy for Retailers to Thrive in the COVID 19 Pandemic and Beyond	iUniverse	2021 and 1 st edn.
3	Robert W.Palmatier, Eugene Sivadas, Louis W.Stera, Adel I. Ansery	Marketing Channel Strategy- An Omni-Channel Approach	Routledge	2022 and 1 st edn.

Course Designer

1. Mrs. R. Geetha

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
IB23AC2	CRISIS MANAGEMENT	Theory	-	-	-	5

Preamble

- To equip learners with a solid understanding of crisis management fundamentals, emphasizing its relevance in modern business.
- To enable learners to identify and differentiate various crisis types, models, and the significance of communication and ethical considerations.
- To provide learners with the foundational knowledge and skills necessary for crisis management.
- To empower learners with practical strategies for implementing crisis management effectively, encompassing crisis communication strategies, and the utilization of technology and tools.

CRISIS MANAGEMENT- IB23AC2

Unit – I

Introduction to Crisis Management: Understanding the Basics of Crisis Management - Increasing Global Interconnectivity - The Relevance of Crisis Management in Modern Business - Key Elements of Crisis Management - The Objectives and Goals of Crisis Management - The Significance of Timely Crisis Response - Impacts of Mishandling Crisis -Building Organizational Resilience through Crisis Management.

Unit – II

Identifying and Understanding Crisis: Different Types of Crisis - Natural Disasters as Crisis - Technological Crisis - Societal Crisis - Organizational Crisis - Cybersecurity Crisis and Data Breach Management - Crisis Management Models - Analyzing the Crisis Management Life Cycle - Integrating Risk Management with Crisis Management - Unpredictability in Crisis Management - The Role of Communication in Crisis Management - Ethical Considerations in Crisis Management.

Unit – III

Building the Foundation for Crisis Management: Crisis Management Plan Development - Steps for Developing a CMP - Crisis Management Team Roles and Responsibilities - Crisis Simulation and Training - Public Relations in Crisis Management.

Unit – IV

Implementing Crisis Management: Crisis Communication Strategies - Technology and Tools in Crisis Management - International and Cross - Cultural Aspects of Crisis Management - Lessons Learned from Recent Crisis - Social Media Crisis Management.

Unit – V

Strengthening Crisis Management: Continuous Improvement in Crisis Management - Feedback Mechanisms - Crisis Management in the Digital Age - Crisis Management for Small Businesses - Future Trends and Challenges in Crisis Management - Sustainable Crisis Management Practices.

Text Books

S. No.	Authors	Title	Publisher	Year and Edition
1	Armstrong-Smith, Sarah, and Abbas Kudrati	Effective Crisis Management: A Robust A-Z Guide for Demonstrating Resilience by Utilizing Best Practices, Case Studies, and Experiences	BPB Publications	2024 and 1 st Edn
2	Brendan Monahan	Strategic corporate crisis management: Building an unconquerable organization	Routledge.	2023 and 1 st Edn
3	Mary J. Waller & Seth A. Stern	Crisis-Ready Teams: A Guide to Building High-Performance Crisis Management Teams	Stanford University Press	2024 and 1 st Edn

Reference Books

S.No.	Authors	Title	Publisher	Year and Edition
1	Jacques R Island	Your Plan is Your Parachute: A Simplified Guide to Business Continuity and Crisis Management	Quest Publishing	2021 and 2 nd Edn
2	Sattar Bawany	The Making of a C.R.I.S.I.S. Leader	Disruptive Leadership Institute	2025 and 1 st Edn

Course Designer

1. Dr. R. Shobana

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BB23AC5	METaverse AND IMMERSIVE COMMERCE	Theory	-	-	-	5

Preamble

1. To provide comprehensive knowledge on the evolution of the web and the emergence of the metaverse as a transformative digital environment.
2. To develop an understanding of immersive commerce and how it extends e-commerce through AR, VR, and virtual experiences.
3. To enhance application skills in analyzing business models, digital assets, and metaverse payment mechanisms.
4. To build analytical ability to assess technological, ethical, and regulatory challenges in metaverse commerce and identify career pathways.

Metaverse and Immersive Commerce - BB23AC5

UNIT I

Introduction to Metaverse – Evolution of the Internet: Web 1.0 → 2.0 → 3.0 → Metaverse – Concept of Metaverse: virtual worlds, avatars, digital twins, persistence, interoperability – Historical and Contemporary Virtual Environments (Second Life, Fortnite, Roblox, Meta Horizon) – Opportunities, Risks, and Future Potential of the Metaverse.

UNIT II

Metaverse Technologies & Platforms – AR/VR/MR Technologies: Concepts, Tools, and Applications in Business – Metaverse Platforms: Roblox, Decentraland, Sandbox, Spatial.io, Mozilla Hubs – Basics of Immersive Design: User Experience, Interface Design, 3D Modeling Principles – Infrastructure Requirements: Hardware (headsets, haptics), Performance, 5G, Cloud, and Edge Computing – AI Integration in the Metaverse (avatars, personalization, virtual assistants).

UNIT III

Business Models & Strategic Aspects of the Metaverse - Digital Economy: Virtual Goods, NFTs, and Digital Collectibles - Metaverse Payments: Cryptocurrencies, Wallets, Tokenised Loyalty, CBDCs, Regulatory Issues - Revenue Models: Subscription, Digital Asset Sales, Hybrid Phygital Products - Platform Ecosystems and Creator Economy in the Metaverse - Governance, IP Rights, and Cybersecurity in Metaverse Business Models.

UNIT IV

Consumer Experience in Immersive Commerce - Definition and Scope of Immersive Commerce vs Traditional E-commerce - AR/VR Applications: Virtual Try-ons, Product Visualization, Virtual Showrooms - Interactive Product Demonstrations and Gamification of Shopping - Consumer Behavior Drivers: Presence, Immersion, Trust, Adoption - Data Privacy, Personalization, and Ethical Issues in Immersive Consumer Experiences.

UNIT V

Future of Immersive Commerce & Careers - Phygital Commerce: Blending Physical and Digital Retail - Sectoral Applications: Education, Healthcare, Tourism, Retail, and Supply Chain - Emerging Careers: Immersive Commerce Consultants, Virtual Store Designers, NFT Product Managers, Digital Asset Managers - Challenges: Technological Limitations, Cost, Consumer Adoption, Privacy, Ethics, and Governance - Sustainable & Inclusive Metaverse Commerce (Green Computing, Accessibility, Global Governance Models).

Text Book

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Marketing 6.0: The Future Is Immersive	Wiley	2023 & I Edn
2	Kuldeep Singh	Exploring the Metaverse: Redefining reality in the digital age	BPB Publications	2024 & I Edn

Books for Reference

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Chris Duffey	Decoding the Metaverse: Expand Your Business Using Web3	Kogan Page	2023 & I Edn
2	Devyansh Arora	Virtual Realms & Beyond: A Metaverse Research Odyssey: Exploration of Digital Realities in the Metaverse Environment	Notion Press	2024 & I Edn
3	David Palmer	The Business of Metaverse: How Organizations Can Optimize the Opportunities of Web3 and AI	Kogan Page Ltd	2024 & I Edn

4	Apurv Ulhas Naik	Phygital Revolution - The Future of Marketing	Notion Press	2024 & I Edn
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Reference Links:

Syllabus topic	Link
Unit I — Foundations of the Metaverse — evolution, virtual worlds, avatars, interoperability	https://www.coursera.org/learn/what-is-the-metaverse . (Coursera)
Unit I — Foundations / VR basics — VR/AR definitions, history, basic devices	https://onlinecourses.swayam2.ac.in/nou23_ge34/prview . (Swayam)
Unit II — Metaverse technologies / XR platforms — AR/VR/MR, HCI, 3D design	https://onlinecourses.swayam2.ac.in/ntr24_ed76/preview . (Swayam)
Unit II — AR creation / tool training — building AR experiences (practical)	Meta Spark learning: https://spark.meta.com/learn/courses/courses-landing/ . Spark AR courses on edX/ClassCentral references. (spark.meta.com)
Unit III — Business models, NFTs, payments, creator economy	https://www.coursera.org/learn/what-is-the-metaverse . (Coursera)
Unit III — Metaverse workshops & use-cases (India context) — governance, tech, use cases	https://elearn.nptel.ac.in/shop/completed-courses/short-term-programs-completed/metaverse/ . (NPTEL)
Unit IV — Immersive commerce & e-commerce integration (virtual try-ons, showrooms)	https://onlinecourses.swayam2.ac.in/imb25_mg70/preview . (Swayam)
Unit IV — Consumer experience & AR applications — virtual try-ons, product visualization	Spark AR course listings: https://www.classcentral.com/subject/spark-ar and https://spark.meta.com/learn/courses/courses-landing/ . (Class Central)
Unit V — Trends, governance, careers, phygital — business strategy, governance, case examples	Coursera partner page (Meta): https://www.coursera.org/partners/meta and related articles. (Coursera)
Supplement / Hands-on labs & tools — 3D modelling, prototyping immersive storefronts	Spark AR tutorials on YouTube / Simplilearn guide: https://www.youtube.com/watch?v=52ppFIU_Qq8 and https://www.simplilearn.com/tutorials/augmented-reality-tutorial/what-is-spark-ar-studio . (YouTube)

Course Designers