



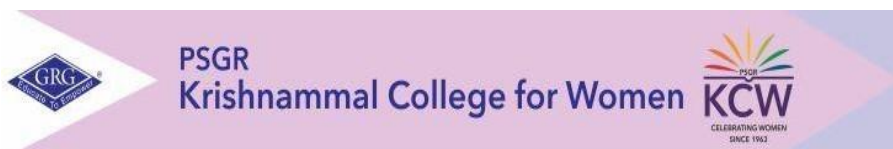
**DEPARTMENT OF BUSINESS ADMINISTRATION
(BUSINESS PROCECSS MANAGEMENT)**

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

SEMESTER-I

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

2023-2026 Batch



College of Excellence, NIRF-2023-4th Rank
Autonomous and Affiliated to Bharathiar University
Accredited with A⁺⁺ grade by NAAC, An ISO 9001:2015 Certified Institution
Peelamedu, Coimbatore-641004

Program Learning Outcomes (PLO's):

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 (PSO'S)

Upon the completion of BBA (Business Process Management) programme, the graduates will be able to

PSO1: Enrich their knowledge and skills in various domains of business process services to become Industry ready.

PSO2: Develop corporate etiquettes, critical thinking, and exhibit a spirit of co-operation, leadership, and teamwork.

PSO3: Understand the framework of controls and compliances in various domains of BPS.

PSO4: Gain expertise on modern methods and techniques used in Business Process Industry.

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

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

**SCHEME OF EXAMINATION
2023-24 Batch & Onwards
I SEMESTER**

SEM	Part	Subject Code	Title of the Paper		Instruction hours/week	Contact hours	Tutorial	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
I	I	TAM2301A /FRE2301A /HIN2301A	Language Paper I- Tamil/Hindi/French Paper III	L	4	58	2	3	25	75	100	3
I	II	ENG2301A	English Paper I	E	4	58	2	3	25	75	100	3
I	III	BB23C01	Core 1: Contemporary Management#	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	BB23C03	Core 3: Organizational Behavior#	CC	5	73	2	3	25	75	100	3
I	III	TH23A02	Allied paper I: Mathematics for Management I	GE	5	73	2	3	25	75	100	4
I	IV	NME23B1/ NME23A1/	Basic Tamil/ Advanced Tamil/	AEC	2	28	2	-	100	-	100	2
		NME23WS	Introduction to Women's studies		2	30	-	2	100	-	100	

#Common for BBA and BBA(BPM)

L-Language

E-English

CC – Core Courses

GE – Generic Elective

AEC – Ability Enhancing Course

CA – Continuous Assessment

ESE - End Semester Examination

The following changes in the assessment pattern for 2023- 24 batch (I UG)

CA Pattern

Section A – $3 \times 2 = 6$

Section B – $3 \times 5 = 15$ (either or – same CLO Level)

Section C – $3 \times 8 = 24$ (either or – same CLO Level)

Total 45

ESE Pattern

Section A – $5 \times 2 = 10$

Section B – $5 \times 5 = 25$ (either or – same CLO Level)

Section C – $5 \times 8 = 40$ (either or – same CLO Level)

Total 75

I Year UG / PG

CIA Test - 5 Conducted for 45 marks after 50 days

Model Exam - 7 Conducted for 75 marks

(Q.P. Pattern (2,5,8) Each Unit 15 Marks)

Sem/Ass/Quiz - 5

Class Participation - 5

Attendance - 3

25 + ESE 75 Marks

COURSE NUMBER- BB23C01	COURSE NAME – CONTEMPORARY MANAGEMENT	Category	L	T	P	Credit
		Theory	73	2	-	3

Preamble

1. To provide comprehensive knowledge about the fundamentals of management and various management functions to the students;
2. To enable the students to understand various managerial skills that are necessary for becoming successful managers;
3. To manifest the students with knowledge on planning, decision making, organizing and controlling for changing organizational structures, globalization, technological advancements, and various workforce characteristics.
4. To incorporate the concept of social responsibility into business decisions.

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, their functions and describe current developments in management practices.	K1
CLO2	Explain the different functions of Management	K2
CLO3	Identify the advantages and challenges of different functions of management.	K3
CLO4	Apply budgetary controls & non budgetary controls that promote efficient and optimal utilization of resources in an organization	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PL05
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	S	S
CLO4	S	S	M	M	S

S-Strong; M-Medium; L-Low

UNIT – I (14 Hours)

Management: Meaning - Definition – ***Scope** - Features – Levels – ***Managerial Roles and Skills-** Management as an art or a science or a profession – Functions of Management - ***Management Thoughts (Scientific & Modern Management)-** Ethics- ***Social Responsibility** – Sustainable Management.

UNIT – II (15 Hours)

Planning: Meaning - Definition – ***Nature** - Characteristics – Importance – ***Process** – ***Types** Limitations – Management By Objectives - **Decision Making:** Meaning-Definition - Features – ***Process** –Types - Design Thinking - Creativity – Innovation – Creativity Vs Innovation.

UNIT – III (14 Hours)

Organising: Meaning - Definition – ***Principles**– Formal and Informal Organization - ***Forms of Organisation (Organisation Structure)** - ***Delegation and Authority** — Learning Organization- Centralization and Decentralization.

Staffing-Meaning-Importance- ***Process of Staffing** – Directing- Definition- Characteristics– Importance- ***Manager Vs Leader**.

UNIT – IV (15 Hours)

Controlling: Definition – ***Characteristics**– Importance - Limitations - Control Process – Effective control system - Types of Control - Control Techniques: Budgetary Control and Non budgetary control-Management by Walking Around (MBWA).

***Co-ordination: Meaning - Definition** – Features – Types – Benefits.

UNIT – V (15 Hours)

Emerging Trends in Management: Crisis Management- Change Management (adapting to change)- Gender Balance.

***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 Industry 5.0 - Principles of Industry 5.0.

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

Case study Analysis- (Internal Evaluation Only)

Text Book:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Harold Koontz, Heinz Wehrich & Mark V. Cannice	Essentials of Management- An International, Innovation and Leadership Perspective	Tata McGraw Hill	11 th Edition 2020
2	Pagare Dinkar	Principles of Management	Sultan Chand & Sons	6 th Edition 2018
3	Gareth R. Jones & Jennifer M George	Essentials of Contemporary Management / Contemporary Management	McGraw-Hill	2021
4	P. Kaliraj, T. Devi, Higher Education for Industry 4.0 and Transformation to Education 5.0			

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Stephen P Robbins; Mary K Coulter	Management	Hoboken, NJ : Pearson	15 th Edition 2020
2	P.C Tripathi & P.N Reddy	Principles of Management	Pearson Prentice Hall, New Delhi	6 th Edition 2017

Reference Web Links:

Sl. No.	Units	Topics	Links	No of Hrs
1	Unit: I, II, III, VI, V	Management, Planning, Decision Making, Organizing, Span of management, Staffing: , Organizational Change, Controlling,	https://archive.nptel.ac.in/courses/110107/110107150/	12 Weeks
2	Unit: I, II, V	Concept of Management, Organizing, Controlling, Management & Society, Creativity & Innovation	https://nptel.ac.in/courses/122/108/122108038/#	10 hours
3	Unit V	Introduction to Industry 4.0	Introduction to Industry 4.0 and Internet of Things - (nptel.ac.in) https://youtu.be/wgWRLu8p90M A Complete Guide to Industry 4.0- Udemy A Complete Beginner's Guide to Industry 4.0 Udemy	4 hours

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

Blended Learning Links

S.no	Topic	Blended Learning Links
1	Scope of Management	https://youtu.be/r19R2oHY1cc
2	Managerial Roles and Skills	https://youtu.be/YRN-qlwZnVQ
3	Management Thoughts: Scientific	https://youtu.be/N0FdYnx9-vA https://youtu.be/O_jsxkRCS4U
4	Modern Management Thoughts	https://youtu.be/B28ipvdbf-U https://youtu.be/6553W0BS4y0
5	Social Responsibility	https://youtu.be/ZoKihFLCY0s
6	Nature of Planning	https://youtu.be/x3RCjZU9n5o
7	Process of Planning	https://youtu.be/QDRkZbbwTq8
8	Types of Plans- Single use plans & Standing plans	https://youtu.be/KWy_m6QfFhw
9	Decision making process	https://youtu.be/vliBLYBlxi4
10	Organising: Principles	https://youtu.be/bAKgOVSmstQ
11	Forms of Organisation (organisation structure)	https://youtu.be/bj0E1wcdLtE
12	Delegation & Authority	https://youtu.be/kLXk_RoaSLg https://youtu.be/WsqH8ygPS1k
13	Process of staffing	https://youtu.be/6YOQY_rZT8
14	Manager Vs Leader	https://youtu.be/-ktIjqpHG8k
15	Characteristics of Controlling	https://youtu.be/0FfDk1-JgVs
16	Coordination: Meaning and Definition	https://youtu.be/wFJwzB-0JV4
17	Introduction to Industry 4.0- Need	https://youtu.be/wgWRLu8p90M

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 entry book keeping perspective.
3. To convey sufficient knowledge for an adequate interpretation, analysis and use the information 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; L-Low

Financial Accounting - BB23C02

(73 Hours)

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, Suneel K.Maheshwari, Sharad K. Maheshwari	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/cec19_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

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

Blended Learning Links

S.no	Principles	Blended Learning Links
1	Principles	https://archive.nptel.ac.in/courses/110/106/110106147/
2	Kinds of Accounts	https://archive.nptel.ac.in/courses/110/106/110106147/
3	Objectives, Types of error	https://archive.nptel.ac.in/courses/110/106/110106147/
4	Treatment of Adjustments	https://archive.nptel.ac.in/courses/110/101/110101131/
5	Depreciation – Meaning, Need for depreciation	https://archive.nptel.ac.in/courses/110/101/110101131/
6	Ethics in financial reporting.	https://www.youtube.com/watch?v=OT5RdoJakhY

COURSE NUMBER- BB23C03	COURSE NAME – ORGANISATIONAL BEHAVIOUR	Category	L	T	P	Credit
		Core 3 Theory	73	2	-	3

Preamble

1. To provide the students with knowledge on organizational behaviour concepts, theories, and business practices at national and global level.
2. To develop human relation skills (group dynamics, team building and leadership).
3. To analyze the impact of personality, values, perception, motivation and attitudes on behaviour in organizations.
4. To apply organizational behaviour approaches in the workplace towards improving organization's effectiveness.
- 5.

Course Learning Outcome

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

CLO NUMBER	CLO Statement	Knowledge Level
CLO1	Understand Organisational behaviour concepts, theories and relate it to organizational context.	K1
CLO2	Recognize the impact of perceptions, attitudes, personality, culture and rewards on organizational performance.	K2
CLO3	Apply the needs of group dynamics, cohesiveness, power, politics and values for development of team building.	K3
CLO4	Analyse the behaviour of individuals and groups to handle stress and conflict in an organisation and adapt with the organization climate and changes.	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; L-Low

ORGANISATIONAL BEHAVIOUR – BB23C03

(73 Hours)

UNIT – 1 (15 Hours)

Nature and importance of Organisational Behaviour (OB)— ***Concept and Relevance of OB in Modern Management*** - Models of OB- Challenges and Opportunities faced by Managers applying OB- Learning: Concept and implications; Conditioning and Social Learning Theories; Self-concept, Self-Esteem, ***Personality, Meaning, Major determinants of Personality, Personality traits – Personality tests***.

UNIT – II (15 Hours)

Perception- Process, importance, ***factors influencing perception***, Managerial and Behavioural applications of Perception, ***Attribution Theory –Organisational Applications*** Motivation-Concept, Theories (Maslow, Herzberg and McGregor) - ***Evaluation, Feedback and Reward - Attitudes: characteristics, components, Types of Attitudes; Values, Beliefs and Attitudes with Managerial Implications***

UNIT – III (15 Hours)

Group Dynamics- Definition, types of Groups, Stages of Group development, ***Team Building, Group Cohesiveness – Group norms -Group processes and Group Decision Making***, Evolution of a Group into teams. ***Organisation Power: Concept, Source and Classification; Power Tactics; Coalitions***; Politics: People's Response to Organisational Politics.

UNIT – IV (14 Hours)

Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; ***Across Culture***; Employees Learning of The Culture; Creating a Customer-Responsive Culture. Organizational Stress & Conflict: Concept; Consequences and sources; *** Stress Management: Approaches; Types of Stress and Conflicts; Stages; Effects and Management of Conflicts ***.

UNIT – V (14 Hours)

Organisational Development and Climate – Objectives-Characteristics-Importance and Factors affecting organisational Development and Climate; ***Organisational Effectiveness-Organisational Change and innovation - Concept and Forces for Change***; Managing Planned Changes; Resistance to Change; **Boundedness of Managing the Change***.

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

Case study (internal valuation only)

Text Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Stephen P. Robbins , Timothy A. JudgeNeharika Vohra	Organisational Behaviour	19 th Edition Pearson	2022
2.	Fred Luthans, Brett C. Luthans, Kyle W. Luthans	Organizational Behavior: An Evidence-Based Approach	Information Age Publishing	2020
3.	Dr. F. C. Sharma	Organisational Behaviour	SBPD Publications	2021

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Steven L. McShane, Mary Ann Von Glinow, Himanshu Rai	Organisational Behaviour	9 th Edition McGraw Hill	2022
2.	Mathias J. Seventh	Organizational Behavior: How to Turn Your Business Into The Professional Organization That You Want	Author's Republic	2019
3.	Raisa Arvinen-Muondo, Stephen Perkins	Organizational Behavior People, Process, Work and Human Resource Management	Brilliance Publishing	2018

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

Blended Learning Links:

S.No.	Topics	Blended Learning Links
1	Concept and Relevance of OB in Modern Management	https://www.youtube.com/watch?v=-sLHfYnxh8s&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTs b&index=3
2	Personality, Personality traits	https://www.youtube.com/watch?v=vJuYtdksW6c&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=6
3	Personality tests	https://www.youtube.com/watch?v=fncSqQxgGnw&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=7
4	Factors influencing perception,	https://www.youtube.com/watch?v=DNdUY4nz1qQ&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=11
5	Attribution Theory –Organisational Applications	https://www.youtube.com/watch?v=hKCCzdqhs1I&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=12
6	Evaluation, Feedback and Rewards	https://www.youtube.com/watch?v=MK9Jt7BxoYM&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=18
7	Values, Beliefs and Attitudes with Managerial Implications	https://www.youtube.com/watch?v=qaCs1PyPG04&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=10
8	Team Building	https://www.youtube.com/watch?v=6mBLT7gux2I&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=22
9	Group Cohesiveness – Group norms - Group processes and Group Decision Making,	https://www.youtube.com/watch?v=v1gigx9fwcY&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=23

10	Organisation Power: Concept and Classification; Power Tactics; Coalitions	https://www.youtube.com/watch?v=3wLDyPN4QMY&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=26
11	Across culture	https://www.youtube.com/watch?v=_s6z81TGMXQ&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=41
12	Managing Stress and Conflicts.	https://www.youtube.com/watch?v=KHD0pIh6UEg&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=20
		https://www.youtube.com/watch?v=KXTi6S-pLa8&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=25
13	Organisational Effectiveness- Organisational Change and innovation - Concept and Forces for Change	https://www.youtube.com/watch?v=TnhBeaFbHYo&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=39
14	Boundedness of Managing the Change.	https://www.youtube.com/watch?v=Ws2gVrVzYbo&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=40

**SEMESTER – I FOUNDATION COURSE
INTRODUCTION TO WOMEN’S STUDIES
SUBJECT CODE: NME23WS**

Credits: 2
Total Hours: 30

Lecture Hours: 30
Tutorial Hours: Nil

COURSE OBJECTIVES

Students will be able to:

- To give overview of the academic discipline of Women’s Studies and its genesis
- To familiarize the students with Key concepts, issues and status in Women’s Studies
- Identify myths and realities of women’s lives.
- Identify the diversity of women’s issues nationally approaches for women development

Unit 1: Women’s Studies as a Discipline (3hrs) (6 hrs)

Purpose and Relevance of Women’s Studies - Women’s Studies in Higher Education -Understanding Key Terms and Concepts.

Activities:

- Quiz after each module
- Assignment after each unit

Unit II Contextualization of Women’s Movement (3hrs) (6 hrs)

History of Women’s Movement -Feminism -Three waves of Feminism- Feminist Thinkers in Contemporary India.

Activities:

- Quiz after each module
- Assignment after each unit

Unit III Status and Role of Women in Personal Spheres (3hrs) (6 hrs)

Women in Family -Gender Roles - Violence against Women- Women’s Health and Nutrition

Activities:

- Quiz after each module
- Assignment after each unit

Unit IV Status and Role of Women in Social Spheres (3hrs) (6 hrs)

Women in Leadership-Women’s Representation in Social Spheres- Women in Science and Technology- Gender Stereotyping

Activities:

- Quiz after each module
- Assignment after each unit

Unit V Approach in Women Development (3hrs) (6hrs)

Constitutional and Legal Rights for Women- Plans, Policies and Programs for Women- Role of United Nations for Women

Activities:

- Quiz after each module
- Assignment after each unit
- A Project Submission

Reference

1. Sheela.J & M. Jayamala (Eds.) 2023. PAAVAI- An Introduction to Women's Studies, PSGR Krishnammal College for Women.
2. Smith, Bonnie. 2013 . Women's Studies: The basics. London: Routledge.
3. Miliann Kang, Donovan Lessard, Laura Heston, and Sonny Nordmarken. 2018. Introduction to Women, Gender, Sexuality Studies. University of Massachusetts Amherst Libraries Amherst, Massachusetts.
4. Tharabai L. 2000. Women's Studies in India. Efficient Offset Printers.

Continuous Internal Assessment Pattern for the Course

- Quiz after each module of class hours - 50 marks
- Assignment after each unit -25 marks
- A project submission at the end of course - 25 marks

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

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

SCHEME OF EXAMINATION

2023-24 Batch & Onwards

II SEMESTER

SEM	Part	Subject Code	Title of the Paper		Instruction hours/week	Contact hours	Tutorial	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
II	I	TAM2302A /FRE2302A /HIN2302A	Language Paper II- Tamil/Hindi/French Paper II	L	4	58	2	3	25	75	100	3
II	II	ENG2302A	English Paper II	E	4	58	2	3	25	75	100	3
II	III	BA23C04	Core 4: Finance and Accounting for Business Process Services	CC	5	73	2	3	25	75	100	3
II	III	IB23C05	Core 5: Strategic Corporate 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	Allied paper II: Mathematics for Management II	GE	5	73	2	3	25	75	100	4
II	IV		Self Study-Online Course	-	-	-	-	-	-	-	-	-
II	IV	NME23B2/ NME23A2/	Basic Tamil/ Advanced Tamil/ (Outside Class hours)	AEC	2	-	-	-	100	-	100	Grade
II	V	23PECM1	Professional English	AEC	2	25	5		100	-	100	2
II	VI	NM23GAW	General Awareness (Self study)	-	-	-	-	Online test	-	-	100	Grade

#Common for BBA and BBA(BPM)

*Common for BBA(IB) and BBA(BPM)

L-Language

E-English

CC – Core Courses

GE – Generic Elective

AEC – Ability Enhancing Course

CA – Continuous Assessment

ESE - End Semester Examination

2023-24 Batch

CA Question Paper Pattern and distribution of marks UG

The following changes in the assessment pattern for 2023- 24 batch (I UG)

CA Pattern -Theory- (First 3 Units)

Section A – $3 \times 2 = 6$

Section B – $3 \times 5 = 15$ (either or – same CLO Level)

Section C – $3 \times 8 = 24$ (either or – same CLO Level)

Total 45 Marks

2023 UG - Accounts Courses - (First 3 Units)

CA Question from each unit comprising of

One question with a weightage of 2 Marks : $2 \times 3 = 6$

One question with a weightage of 5 Marks : $5 \times 3 = 15$

One question with a weightage of 8 Marks : $8 \times 3 = 24$

(Internal Choice at the same CLO level)

Total : 45 Marks

ESE Pattern (Theory)

Section A – $5 \times 2 = 10$

Section B – $5 \times 5 = 25$ (either or – same CLO Level)

Section C – $5 \times 8 = 40$ (either or – same CLO Level)

Total 75 Marks

ESE Question Paper Pattern:(for Accounts Paper) $5 \times 15 = 75$ Marks

Question from each unit comprising of

One question with a weightage of 2 Marks : $2 \times 5 = 10$

One question with a weightage of 5 Marks : $5 \times 5 = 25$

One question with a weightage of 8 Marks (Internal Choice at the same CLO level): $8 \times 5 = 40$

Total 75 Marks

I Year UG / PG

CIA Test - 5 Conducted for 45 marks after 50 days

Model Exam - 7 Conducted for 75 marks (Q.P. Pattern (2,5,8 Marks) Each Unit 15 Marks)

Sem/Ass/Quiz - 5

Class Participation - 5

Attendance - 3

Total Internal Marks - 25 Marks

COURSE NUMBER BA23C04	COURSE NAME - FINANCE AND ACCOUNTING FOR BUSINESS PROCESS SERVICES	Category	L	T	P	Credits
		Theory	73	2	-	3

Preamble

1. To understand the basic concepts of Outsourcing.
2. To learn about the different aspects of Supply chain management.
3. To familiarize the students with the concept of Accounts Payable and Receivable.
4. To convey sufficient knowledge on Emerging trends in Finance and Accounting.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO 1	Understand the outsourcing need and concepts of Accounts Payable, Accounts receivable, General Ledger, Accounting standards, operating models of BPS and current trends in BPO	K1
CLO 2	Recognize how the process of General Ledger, Supply Chain, Accounts Payable and Accounts receivable are used in Finance and Accounting domain.	K2
CLO 3	Apply the concepts of General Ledger, Supply Chain, Accounts Payable and Accounts receivable using various operational models and financial accounting Standards	K3
CLO 4	Analyze how the process of General Ledger, Supply Chain, Accounts Payable and Accounts receivable are used in emerging trend in F&A Technology	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO 1	Strong	Medium	Medium	Medium	Medium
CLO 2	Medium	Medium	Strong	Medium	Medium
CLO 3	Medium	Medium	Medium	Strong	Medium
CLO 4	Medium	Medium	Medium	Medium	Strong

SYLLABUS

UNIT I (15 HRS)

Overview of BPS: Outsourcing need and current trends- BPO areas- horizontal and business verticals-BPO industry- Future of BPO- ***Generative Artificial intelligence and its impact on the Future of BPO***.

Operating models of BPS: ***Operating model of BPS*** -Cost effectiveness and process efficiency- Phases in process outsourcing-Transaction flows in BPS.

UNIT II (14 HRS)

Supply Chain: Supply chain- Decision process- Activities – e-procurement- SIPOC-SCOR model- ***Analytics in Supply Chain management***

General Ledger: ***General Ledger Process***-Chart of accounts-Tax accounting-Tax accounting in India and US-Reporting.

UNIT III (15 HRS)

Accounts Receivable: Accounts receivable-Sub categories-credit management-sales order management-Billing and revenue recognition-Collection procedures-cash application-***AI based cash application for order- to -cash solutions***-reconciliation and reporting.

Accounts Payable: Accounts payable- vendor master-invoice and payment processing-vendor reconciliation-***Role of technology in accounts payable***.

UNIT IV (14 HRS)

Emerging trend in F&A Technology: Emerging trends in F&A technology-***ERP-ERP software system***-XBRL reporting-Automation in Finance & Accounting for BPS-***Application of AR and VR in finance and accounting***

Accounting standards Board-Key Indian Accounting Standards-India and IFRS- International financial accounting Standards-comparison between Indian/US GAAP and IFRS.

UNIT V (15 HRS)

Controls and Compliance: F&A control and compliance-Internal controls-SOX act-2002-***Corporate governance in India***- SOX compliance/ISAE 3402provision-types of SSAE 16-Audit engagements-***Auditing in the digital world***-information security.

***Text in bold are offered in blended mode & links are provided**

TEXT BOOKS: TCS MATERIALS

Blended Learning Links

S.No	Unit	Topic	Blended Link
1	I	Generative Artificial intelligence and its impact on the Future of BPO	https://nptel.ac.in/courses/106105077
2		Operating model of BPS	https://www.youtube.com/watch?v=hff5xskXiVw
3	II	Analytics in Supply Chain management	https://archive.nptel.ac.in/courses/110/107/110107074/
4		General Ledger Process	https://archive.nptel.ac.in/courses/110/106/110106147/
5	III	AI based cash application for order- to -cash solutions	https://www.youtube.com/watch?app=desktop&v=vvRiASnH67o
6		Role of Technology in accounts payable	https://www.youtube.com/watch?v=XSuqbgD_Clw
7	IV	ERP-ERP software system	https://nptel.ac.in/courses/110105083
8		Application of AR and VR in finance and accounting	https://www.youtube.com/watch?v=IviF9eyDvrE
9	V	Corporate governance in India	https://www.youtube.com/watch?v=FN0kRR985l8
10		Auditing in the digital world	https://www.youtube.com/watch?v=1pH3dsLGW9Y

Pedagogy: Chalk& Talk, lecture, Seminar, PPT, Group Discussion

COURSE NUMBER	COURSE NAME	CATEGORY	L	T	P	CREDIT
IB23C05	STRATEGIC CORPORATE COMMUNICATION	Theory	73	2	-	3

Preamble

1. To understand the role of effective communication strategies in fostering successful business operations
2. To learn the corporate communication theories, digital communication techniques, and cross-cultural communication challenges
3. To develop and implement strategic communication plans for multinational corporations
4. To integrate the AI tools in organizations for their Communication process.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Demonstrate an understanding of the foundational theories and models of corporate communication within the context of international business.	K1
CLO2	Apply effective internal and external communication strategies to enhance corporate identity and reputation in a global business setting.	K2
CLO3	Analyze and utilize digital communication tools and social media management techniques to optimize corporate branding and engagement.	K3
CLO4	Create and implement strategic corporate communication plans, and assess the effectiveness of these plans in achieving corporate communication objectives.	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	S

S-Strong; M-Medium;

SYLLABUS

UNIT – I (14 Hours)

Introduction to Strategic Corporate Communication - The role of corporate communication in organizational success - ***Developing an effective communication Strategies for International Business *** - Effective Communication Models in a Global Context - Evaluating the Effectiveness of Corporate Communication Initiatives. The Role of Augmented Reality in Corporate Strategic Communication

UNIT – II (15 Hours)

Theoretical Frameworks in Strategic Corporate Communication - Building and Maintaining Corporate Identity and Reputation - Corporate Communication through Social networks-

Identification of the key dimensions for Dialogic Communication

UNIT – III (15 Hours)

Utilizing Digital Platforms for Global Corporate Communication - Creating Effective Social Media Campaigns for Global Audiences - Ethical Considerations in Digital Communication Strategies -

***Internal and External Communication Strategies *** - Social Media Management for International Brand Building – Incorporation of Virtual Reality in Social Media

UNIT – IV (15 Hours)

Management Levels of Strategic Communication – Micro, Macro and Meso level sectors on strategic Communication - Understanding Cultural Diversity and Communication Challenges -

Developing Intercultural Communication Strategies for Global Operations- Effective Communication Across Different Cultural Contexts – Implementation of Industry 4.0 in Communication Strategies

UNIT – V (14 Hours)

Online Reputation Management - Crisis Communication and Response Strategies in international business - Stakeholder Engagement and External Communication Practices- Developing Comprehensive Corporate Communication Plans - ***Introduction to Integrated Marketing Communication (IMC) - Developing Global IMC Campaigns***— Implementation of AI Tools in Communication process.

***Text in bold are offered in blended mode & links are provided**

(Case studies for Internal Evaluation only)

Text Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Mark Anthony Camilleri	Strategic Corporate Communication in the Digital Age	Emerald Publishing Limited	2021
2	Derina Holtzhausen, Jami Fullerton, Bobbi Kay Lewis, Danny Shipka	Principles of Strategic Communication	Taylor & Francis	2021
3	Ross Brinkert ,Lisa V. Chewning	Strategic Corporate Communication: Core Concepts for Managing Your Career and Your Clients' Brands	Cognella,	2020

Reference Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Sara LaBelle, Jennifer H. Waldeck	Strategic Communication for Organizations	University Of California Press	2020
2	Joep Cornelissen	Corporate Communication A Guide to Theory and Practice	SAGE Publications	2020

Reference Web Links:

Sl.No	Units	Links	No of Hrs
1	Unit I,II,III	https://www.coursera.org/learn/understanding-corporate-communications	6 hours
2	Unit IV	https://www.coursera.org/learn/global-impact-cross-cultural-management https://www.mooc-list.com/course/crisis-communications-coursera	18 hours 3 weeks

Blended Learning Links

S.No	Unit	Topic	Blended Learning Links
1	I	Developing an effective communication Strategies for International Business	https://www.youtube.com/watch?v=D-KXr_lvED4&t=19s
2	II	Identification of the key dimensions for Dialogic Communication	https://www.youtube.com/watch?v=kqN6nG2A7K8
3	III	Internal and External Communication Strategies	https://www.youtube.com/watch?v=VDLEW3fLegY
4	IV	Developing Intercultural Communication Strategies for Global Operations	https://www.youtube.com/watch?v=RXwxg-6dUbE
5	V	Introduction to Integrated Marketing Communication (IMC) - Developing Global IMC Campaigns	https://www.youtube.com/watch?v=nPTRzf1l1gg

COURSE NUMBER- BB23C06	COURSE NAME HUMAN RESOURCE MANAGEMENT	Category	L	T	P	Credit
		Theory	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

HUMAN RESOURCE MANAGEMENT – BB23C06

(73 Hours)

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

***Text in bold are offered in blended mode & links are provided**

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=awUPBxAetIU
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=-3gpquAjjos
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

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

COURSE NUMBER 23PECM1	COURSE NAME Professional English for Commerce and Management	Category	L	T	P	Credit
		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
CLO5	Write simple sentences without committing error of spelling or grammar	K3

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

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PL05
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	Blended Links
1	I	Pair work and small group work, Developing a story with pictures	https://www.youtube.com/watch?v=9Jb1SgPFC9U
2	II	Skimming/Scanning- Reading passages on products, equipment and gadgets	https://www.youtube.com/watch?v=T6LZNhNTIq8
3	III	Brainstorming. (Mind mapping). Small group discussions (Subject-Specific)	https://www.youtube.com/watch?v=-h8RpvqJKoI
4	IV	Writing Recommendations Interpreting Visuals inputs	https://www.youtube.com/watch?v=9OXvTSEDI2Q
5	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 x 2 = 10 marks

Section B: 4/6 x 5 = 20 marks

Section C: 2/3 x 10 = 20 marks

Total = 50 Marks



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

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

SEMESTER III

2023-2026 BATCH

PROGRAM LEARNING OUTCOMES (PLO'S):

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 (PSO'S)

Upon the completion of BBA (Business Process Management) program, the graduates will be able to

PSO1: Enrich their knowledge and skills in various domains of business process services to become Industry ready.

PSO2: Develop corporate etiquettes, critical thinking, and exhibit a spirit of co-operation, leadership, and teamwork.

PSO3: Understand the framework of controls and compliances in various domains of BPS.

PSO4: Gain expertise on modern methods and techniques used in Business Process Industry.

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

**CHOICE BASED CREDIT SYSTEM (CBCS) & LEARNING OUTCOME BASED CURRICULAR
FRAMEWORK (LOCF)
SCHEME OF EXAMINATION
2023-26 Batch & onwards
III SEMESTER**

SEM	Part	Course Code	Title of the Course	Course Type	Instruction hours/week	Contact hours	Tutorial	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTA	
III	I	TAM2303A/ HIN2303A/ FRE2303A	Language Paper III- Tamil/Hindi/French Paper III	L	4	58	2	3	25	75	100	3
	II	ENG2303A	English Paper III	E	4	58	2	3	25	75	100	3
	III	BB23C07	Core 7: Production and Materials Management	CC	7	103	2	3	25	75	100	5
	III	BB23C08	*Core 8: Marketing Management	CC	5	73	2	3	25	75	100	4
	III	BA23A01/ RM23A01	Allied paper III: Insurance for Business Process Services/ Fundamentals of Economics	GE	5	73	2	3	25	75	100	4
III/ IV	III	CS23SBGP/ BA23SB01	SBS: GEN-AI/ Retail, CPG and Market Research	SEC	3	44/41	1/4	-	100	-	100	3
III	IV	NM23DTG	Design Thinking	AEC	2	30	-	-	100	-	100	2
	IV	NM22UHR	Universal Human Values and Human Rights #	AECC	-	-	-	-	100	-	100	Gr.
I-V	VI	16BONL1	Online Course 1**	ACC	-	-	-	-	-	-	-	-
	VI	16BONL2	Online Course 1**	ACC	-	-	-	-	-	-	-	-

L-Language

CC – Core Courses

GE – Generic Elective

AEC – Ability Enhancing Course

E-English

CA – Continuous Internal Assessment

ESE - End Semester Examination

SEC – Skill Enhancement Course Self-Study

ACC- Additional Credit Course

- Self Study

* - Internal evaluation through COURSERA for CA only- Conducted for 100 converted to 25 marks, ESE evaluated for 75 marks

** - Additional Credit Course

The following is the assessment pattern for 2023- 24 batch

CA Pattern

Section A – $3 \times 2 = 6$

Section B – $3 \times 5 = 15$ (either or – same CLO Level)

Section C – $3 \times 8 = 24$ (either or – same CLO Level)

Total 45 Marks

ESE Pattern

Section A – $5 \times 2 = 10$

Section B – $5 \times 5 = 25$ (either or – same CLO Level)

Section C – $5 \times 8 = 40$ (either or – same CLO Level)

Total 75 Marks

Evaluation pattern for Core courses in COURSERA -

● **Internal Evaluation**

Evaluation through COURSERA for CA only, COURSERA conducted for 100 & converted to 25, ESE evaluation for 75 marks.

● **ESE Pattern**

Section A – $5 \times 2 = 10$

Section B – $5 \times 5 = 25$ (either or – same CLO Level)

Section C – $5 \times 8 = 40$ (either or – same CLO Level)

Total 75 Marks

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

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

Total 25 Marks

Assessment pattern for Universal Human Values and Human Rights / DesignThinking

Quiz : 50 marks

Assignment : 25marks

Project / Case study : 25 marks

Total : 100 Marks

Assessment Pattern for 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

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BB23C07	PRODUCTION AND MATERIAL MANAGEMENT	Theory	103	2	-	5

Preamble

- To make the students understand the roles/functions of production management in the context of business enterprise;
- To introduce the basic concept of Production Planning and Control, Quality and Materials Management and familiarize its applications in production;
- To understand the quality principles, frameworks, tools, and techniques for effective real-life applications in manufacturing.
- To acquaint with TQM, JIT, Six Sigma, Lean Management and World Class Manufacturing and their contribution towards production management.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand about Production, PPC, Quality Control, Materials Management, Supply Chain Management, AI, AR and VR.	K1
CLO2	Recognize how Plant location, Master Production Schedules, Material Requirements Plan, Inspection and Material Handling Equipments are used in production.	K2
CLO3	Apply advanced production techniques like KANBAN, JIT, Lean, World Class Manufacturing, Six Sigma and Robotic Process Automation	K3
CLO4	Analyse how Plant Layout, Work Study, TQM, ERP, Vendor Rating and Evaluation can be used towards value creation of products	K4

Mapping with Program Learning Outcomes

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

S-Strong; M-Medium

PRODUCTION AND MATERIAL MANAGEMENT – BB23C07

(103 Hours)

UNIT– I (21 Hours)

Production Management: Meaning - Nature, **Importance and Scope*** – Basic Functions of Production Management– Productivity, Efficiency and Effectiveness – Plant Location- **Importance – Problems*** - Advantages and Disadvantages of Urban, Suburban, Rural locations – Factors. Plant Layout – **Principles*** - Types and Hybrid layouts – **Pros and Cons***.

UNIT– II (21 Hours)

Production Planning and Control – Functions – Master Production Schedule (MPS) – Material Requirement Planning (MRP) – **Bill of Materials*** – **Maintenance: Meaning, Objectives and Types of maintenance*** – Work study: Method study, Time study – Importance – **Procedure*** – Types.

UNIT– III (20 Hours)

Quality Control: Definition, Concepts, Objectives - **Importance and Advantages of Quality Control System***, Inspection: Meaning and Kinds of Inspection, Control Charts - Types. Total Quality Management: Core Concepts & Elements of TQM, - **Steps in implementing TQM***.

UNIT – IV (21 Hours)

Materials Management: Meaning, **Objectives and Importance*** – **Purchasing principles*** – Purchase procedure – Vendor Rating and Vendor Evaluation, Inventory Control – Types of inventory – EOQ- Safety Stock - Re-order Point – KANBAN – JIT– Outsourcing. Material Handling: Meaning – Principles - Categories of Material Handling equipment's.

UNIT– V (20 Hours)

Recent Trends: An Introduction to ERP–**Total Productive Maintenance (TPM)***- Six Sigma – concept, **benefits***, usage – Types and **Roles of Six Sigma Belts***, ISO 9000 Systems – Lean, World Class Manufacturing, Robotic Process Automation. AI, Virtual and Augmented Reality Applications in Production, Introduction to Cyber Physical Production Systems (CPPS).

Case study (Internal valuation only)

Text Books:

S.No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	K.Aswathappa	Essentials of Production Management	Himalaya Publishing House	2021 3 rd Edition
2	Dr.K. Vidyakala, Dr.N. Kathiravan, Dr.K. Nithyakala	Production and Materials Management	Bonfring Publishers	2018 1 st Edition
3	Tony K. Arnold, Steve Chapman, Lloyd M. Clive, Ann K. Gatewood	Introduction to Materials Management	Pearson	2022 9 th Edition

Reference Books:

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1.	Joseph G Monks	Operations Management (Theory and Problems)	McGrawI-Hill International Second Edition	2020 2 nd Edition
2.	Chunawalla & Patel	Production and Operations Management	Himalaya Publishing House.	2022 9 th Edition
3	Marc Helmold & Brain Terry	Operations and Supply Management 4.0 Industry Insights, Case Studies and Best Practices	Springer Cham	2021 1 st Edition
4	Ankita Agrawal	Production and Materials Management	Horizon Press	2022 1 st Edition

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

Blended Learning Links:

S.No	Topic	Blended Learning Links
1	Basic Concept, Functions of Production Management – Productivity, Efficiency and Effectiveness	NPTEL Video : https://youtu.be/gJDYV2SmFeY Other Youtube Links: https://www.youtube.com/watch?v=EM6OyE1GI2E https://www.youtube.com/watch?v=Brkcj6ie7ic
2	Plant Layout	NPTEL Video's https://www.youtube.com/watch?v=IhGBUcMM-rE Other Links: https://www.youtube.com/watch?v=YR5jjleIoTg
3	Types and Hybrid layouts	NPTEL Video's https://www.youtube.com/watch?v=swk6Fo-BoSA
4	Master Production Schedule (MPS) – Material Requirement Planning (MRP)	NPTEL Video MPS: https://www.youtube.com/watch?v=VjSgga4E6VYMR P: https://www.youtube.com/watch?v=1kU8HG5Y9Kc
5	Work study: Method study, Timestudy	NPTEL Video WS: https://www.youtube.com/watch?v=KNFZXNWWYV no MS: https://www.youtube.com/watch?v=s4ndfNx_Q8g TS: https://www.youtube.com/watch?v=MdtHKf_Y_f0
6	Inspection: Meaning and Kinds of Inspection, Control Charts	NPTEL Video: https://youtu.be/AatGnlsOdAY NPTEL Video: https://archive.nptel.ac.in/noc/courses/noc21/SEM1/noc21-me16/
7	Total Quality Management	NPTEL Video: https://www.youtube.com/watch?v=ksR4Xy6tFcM
8	Steps in implementing TQM	NPTEL Video: https://youtu.be/yWlAOFs04go
9	Vendor Rating and Vendor Evaluation, Inventory Control	NPTEL: https://www.youtube.com/watch?v=FAySSHQ0org Inventory Control NPTEL: https://www.youtube.com/watch?v=9tJv5COGkD0
10	KANBAN – JIT– Outsourcing, Material Handling	NPTEL Video (KANBAN & JIT): https://www.youtube.com/watch?v=Zjx7zCjLjyw Material Handling: https://www.youtube.com/watch?v=Up1oSSJn6oM
11	Total Productive Maintenance(TPM)	NPTEL Video: https://www.youtube.com/watch?v=UOuTBCrW2kY
12	Types and Roles of Six Sigma Belts	NPTEL Video https://www.youtube.com/watch?v=Xi12Lwmz5dE https://www.youtube.com/watch?v=vmdB14BXkGU
13	Lean Manufacturing and World Class Manufacturing	NPTEL Video Lean Manufacturing: https://www.youtube.com/watch?v=G_0bl6FHo_cNPTE L Video World Class Manufacturing: https://www.youtube.com/watch?v=1_FMr9HfEGk
14	AI, Virtual and Augmented Reality in Production	NPTEL Video: https://www.youtube.com/watch?v=zLMgdYI82IE

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BB23C08	MARKETING MANAGEMENT	Theory	73	2	-	4

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 analyze, select marketing channels and promotion aspects
- To analyze 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;

MARKETING MANAGEMENT- BB23C08

(73 HOURS)

UNIT – I (15 Hours)

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 (15 Hours)

Product: Introduction, Characteristics and Product Policy - Product Classification and Levels - Product mix – Product Personalization and Customization - New Product Development- Product Life Cycle - Adoption process -Rate of adoption in new products. Branding, Packaging & Labelling - Definition, Need and Importance

UNIT – III (14 Hours)

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

UNIT – IV (14 Hours)

Channel of Distribution: Introduction - Objectives- Functions- Types- Level- Selection - Factors - Intermediaries- Channel Management decisions – Omnichannel distribution. Marketing Research- Objectives- Elements - Marketing Information-Intelligence – Importance and role in 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 Aspectsof Marketing

Case study (internal valuation only)

Text books:

Sl.No	Author(s)	Title of the Book	Publisher	Year & Edition
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
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; Sixth edition	2018 6 th Edition

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

Coursera Links

Unit 1 to 5	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-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
BA23A01	INSURANCE FOR BUSINESS PROCESS SERVICES	Theory	73	2	-	4

Preamble

- 1.To develop an understanding of what risk is, how it can be measured and transferred
- 2.To Understand the various Life and Non-Life insurance Concepts
- 3.To Know about Retirement services provided by the Insurance Companies

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO 1	Understand the Concept of insurance, property & casualty insurance, health insurance, retirement services, important terminologies and the regulatory environment guiding the insurance function.	K1
CLO 2	Associate the implications of each type of life insurance policy and non- life insurance and Comprehend on the risk mitigation concepts and usage of insurance products to mitigate risk	K2
CLO 3	Illustrate and apply the Concept of insurance, property & casualty insurance, health insurance, process of annuity, underwriting, super annuation retirement plans of an individual investor in USA and third party	K3
CLO 4	Analyze the role of health care insurance in promoting the interest of individual and health care industry and assess the defined benefits and defined contributions of retirement planning	K4

Mapping with Program Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO 1	S	M	S	M	S
CLO 2	S	S	S	S	S
CLO 3	S	S	S	S	S
CLO 4	S	S	M	S	S

S-Strong; M-Medium

UNIT-I (15 Hours)

Insurance: Overview-***Fundamentals of Insurance***- Principles & Practices of insurance contract – Concept of Risk-Key Insurance terminologies –***Types of Insurance companies***-***Types of Insurance*** -Life Insurance Market-Non-Life Insurance market- Business units in an insurance company –Overview of Insurance Life Cycle - ***Reinsurance concept***-***Application and Benefits of Gen AI in Insurance***.

UNIT-II (15 Hours)

Life Insurance & Annuity: Concept of Life Insurance-Important terminologies in a Life Insurance policy – ***Parties in a Life Insurance policy***-***Individual Life Insurance plans*** – Supplementary Benefits or Riders – Policy Provisions – Ownership rights – Life insurance policy life cycle-***Insurance Tech Trends***-***Importance and benefits of Insurance Technology***

Concept of Annuity–Key terminologies- ***Types of Annuity***– Annuity Contract provisions- Annuity: USA – Fixed Annuity, Fixed Index Annuity, Variable Annuity- Annuitized pay-out options– calculating annuity benefit payments - Open market option–Individual Annuities-Types-Traditional IRA-Roth IRA -***Qualified & Non-Qualified Annuity***

UNIT-III (15 Hours)

Property and Casualty Insurance: Introduction- Non-Life Insurance concepts -Meaning of Property Insurance-Meaning of Casualty Insurance-Types of Casualty Insurance-Vehicle Insurance-Flood Insurance-Liability Insurance-Non Life Insurance market structure in USA-Categories-***Insurance Providers***-Insurance Processes–New Business and Underwriting process – Policy Servicing process – ***Claims process***-***Application of AI and Automation for faster claims*****Emerging trends in property & casualty insurance***-***Role of RPA and Telematics in Non-Life Insurance**

UNIT-IV (14 Hours)

Healthcare Insurance: Concept –Important Terminologies-Health Insurance framework –Problems in Health Insurance markets – ***Healthcare Eco System in USA*** – Healthcare regulations & Standards- ***Medicare*** – Medicaid - Individual Health Insurance policies – ***Group Health Insurance Policies*** –***Managed Care Plans***-***Role of Blockchain in Healthcare Insurance***

UNIT-V (14 Hours)

Retirement Services: Concept of Retirement–***Retirement Planning*** –Importance of Retirement Planning-***Emerging trends in retirement planning***- Asset Allocation & Asset Classes –***Life stages of an Investor*** – Defined Benefits & Defined Contribution – Individual Retirement Arrangement in USA – Third Party Administrators in USA – Life cycle of participation in a plan-categories of pension in UK-Retirement options in UK-***Superannuation***.

***Highlighted text offered in blended mode**

Textbook

TCS MATERIAL

Reference Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year & Edition
1	M N Srinivasan and K Kannan	Principles of Insurance Law	LexisNexis	2021 11th Edition
2	R K Nagarjun	Law And Practice of Insurance in India	Allahabad Law agency	2023 4th Edition

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

Blended Learning Links:

Units	Topic	Link
Unit I	Fundamentals of Insurance	https://www.youtube.com/watch?v=IbhuV9xS8vc
	Types of Insurance Companies	https://www.youtube.com/watch?v=FVE51Lq77Hg
	Types of Insurance	https://www.maxlifeinsurance.com/types-of-insurance
	Reinsurance concept	https://www.investopedia.com/articles/markets/081716/facultative-vs-treaty-reinsurance-differences-and-examples.aspx
	Application and Benefits of Gen AI in Insurance	https://www.youtube.com/watch?v=3OGpbWLQQbo
Unit II	Parties in a Life Insurance policy	https://www.insure.com/life-insurance/life-insurance-policy-roles.html
	Individual Life Insurance plans	https://www.maxlifeinsurance.com/blog/life-insurance/different-types-of-life-insurance-explained
	Insurance Tech trends	https://www.youtube.com/watch?v=BnHxbGAMXVU
	Importance and Benefits of Insurance Technology	https://www.youtube.com/watch?v=6wP6zWiyI4s
Unit III	Insurance Providers – Co-Insurance	https://www.investopedia.com/terms/c/coinsurance.aspx

	Claims Process	https://www.youtube.com/watch?v=OJJ0XdyZyu4
	Emerging trends in property and casualty insurance	https://www.decisionresearch.com/five-emerging-trends-for-the-property-casualty-insurance-sector/
	Application of AI and Automation for faster claims	https://www.youtube.com/watch?v=rzFNkVMJyPA
	Role of RPA and Telematics in Non-Life Insurance	https://www.mdpi.com/journal/risks/special_issues/Non-life_Insurance
Unit IV	Healthcare Eco System	https://www.coursera.org/lecture/healthcareconsumerism/defining-the-healthcare-ecosystem-9r5cG
	Medicare	https://www.youtube.com/watch?v=dS8R0bGmEZE
	Group Health Insurance Policies	https://www.acko.com/health-insurance/difference-between-group-and-individual-health-insurance/
	Managed Care Plans	https://courses.lumenlearning.com/atd-clinton-hsm111/chapter/managed-care-organization/
	Role of Block chain in Healthcare Insurance	https://consensys.io/blockchain-use-cases/finance/insurance
Unit V	Retirement Planning	https://www.youtube.com/watch?v=tiVAJFzNlys
	Emerging trends in Retirement Planning	https://memberstrust.com/emerging-trends-in-retirement-planning/
	Life stages of an Investor	https://cafemutual.com/news/financial-planning/155-life-cycle-planning

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
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
1.	H.L Ahuja	Business Economics	Sultan Chand & Sons	2022 10 th Edition
2.	Dr. S.Sankaran	Business Economics	Margham Publication	2022 2 nd Edition
3.	Kaveri,SudhaNayak, Girija&Meenakshi	Business Economics	Sultan Chand & Sons	2020 6 th Edition

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

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
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 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 Concepts

(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.

Course Designer

Mrs. S. Ponmalar

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
BA23SB01	SBS - RETAIL, CPG, AND MARKET RESEARCH	Theory	41	4	-	3

Preamble:

1. To impart knowledge about Modern concepts of marketing and market research.
2. To Develop a better understanding of the role of marketing in a business organization.
3. To Provide opportunities to analyze marketing activities within the firm.

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 Market Research, CPG, Retail Segmentation, Marketing Mix, Product, Brand, Media Management; Consumer, Retail, Media, and Consumer research	K1
CLO2	Associate the functions of Retail, Consumer Research, Consumer Packaged goods, media research and retail insights to interact with their customers.	K2
CLO3	Apply the concepts of Market Research, Product Management, Brand Management, Media Management; Consumer Research in business organization.	K3
CLO4	Analyze the marketing strategies, factors of Consumer behavior, product pricing to compete with global retailers and to apply it in real world.	K4

Mapping with Program Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	Strong	Medium	Medium	Strong	Medium
CLO2	Strong	Low	Medium	Strong	Medium
CLO3	Strong	Medium	Strong	Medium	Medium
CLO4	Medium	Low	Medium	Medium	Low

S- Strong; M-Medium; L-Low

UNIT-I (9 Hours)

Market Research: Market Research- Meaning- Types- Need for Market Research-Difference between Market research and Marketing Research- Market research concept- Custom Study-Syndicated study-Quantitative Research methodology-Qualitative Research-Methodology-Current trends in AI market research

UNIT-II (9 Hours)

Retail & Retailing: Retail- Meaning- Functions- Significance - future of Retailing-Retail Formats- Strategy behind different formats of Retail - Function of a Retailer - Retail Function Flow-Drivers of Retail Change in India- Challenges in Retail- Developments in India- Environment and Legislation for Retailing - Global Retailers- Challenges faced by unorganized retailing from organized retailing-Future of AI in Retail.

UNIT-III (9 Hours)

Retail research: Retail Research –Benefits- Retail Data- Characteristics of Retail Data- Types-Retail Data Validation- Retail Reports- Product Coding- Product Reference- Product Features- Features Coding-Items Coding- store reference-price range- Analytics and Insights in Retail-Key benefits and implementation of RPA in retail research.

UNIT-IV (8 Hours)

Consumer Research: Consumer Research –Importance – Consumer Marketing research-key consumer research methodology- Consumer Research Cycle-Use of Augmented Reality and Virtual Reality in consumer Research
CPG: Classification of Goods- Consumer goods, Industrial goods - Concept of Consumer-Packaged Goods (CPG)
– CPG Industry – Global CPG Manufacturers - CPG and MR Offerings - Consumer Behavior and CPG - Influencers of CPG.

UNIT-V (8 Hours)

Media & Panel Research: Media Research – Importance –Types – Media Data-Characteristics – Media Data Validation –Media Research Report- Retail Audit –Importance -Panel Data - Consumer Panels –
*Importance - Types of Consumer Panel- Panel Research Report- Role of Internet in retailing.

Text Book**TCS Material****Reference Books:**

SL.No	Authors(s)	Title of the Book	Publisher	Year & Edition
1	Anne E Beall	Strategic Market Research: A guide to conducting research that drives business	Beall Research	2019 3 rd Edition
2	Mercedes Esteban- Bravo Jose M. Vidal-Sanz	Marketing Research methods	Cambridge University Press	2021 1 st Edition

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

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
NM23DTG	DESIGN THINKING	Theory	30	-	-	2

Preamble:

1. To expose the students to the concept of design thinking as a tool for innovation
2. To facilitate them to analyze the design process in decision making.
3. To impart the design thinking skills

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO 1	Understand the concepts of Design thinking and its application in varied business settings	K1
CLO 2	Describe the principles, basis of design thinking and its stages	K2
CLO 3	Apply design thinking process in problem solving	K3
CLO 4	Analyze the best practices of design thinking and impart them in business and individual day to day operations.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	S	M	M	S	S
CLO 2	M	S	S	M	M
CLO 3	S	S	S	M	S
CLO 4	S	S	S	S	S

S-Strong; M-Medium

NM21DTG - DESIGN THINKING

UNIT – 1 (6 Hours)

Design Thinking Overview: Introduction to Design Thinking and Design Research Strategies
-Design Thinking Skills

UNIT – II (6Hours)

Design Thinking Mindset: Principles of Design Thinking - Basis for design thinking -Design Thinking Hats - Design thinking team.

UNIT – III (6 Hours)

Empathize: Definition - Listen & Empathize with the Customers and / or Users - Tools and Techniques.

UNIT – IV (6 Hours)

Define : Definition - Defining the Problem - Tools and Techniques - Journey mapping and Ideation - definition - Ideation techniques.

UNIT – V (6 Hours)

Prototype: Definition - Prototype Alternate Solutions - Test the Solutions - Visualization -Story Telling
- Cautions and Pitfalls - Best Practices

Text Books:

S.No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Christian Mueller-Roterberg	Handbook of Design Thinking Tips & Tools for how to design thinking	Amazon Kindle Version	2018 1st Edition
2	Gavin Ambrose, Paul Harris	Design Thinking	AVA Publishing Switzerland	2010
3	Sambhrant Srivastava and Vijay Kumar	A Text Book of DESIGN THINKING	Vayu Education of India	2022 1st Edition

Reference Books:

S. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Maurício Vianna Ysmar Vianna Isabel K. Adler Brenda Lucena Beatriz Russo	Design Thinking - Business Innovation	MJV Press	2011
2	Moritz Gekeler	A practical guide to design thinking	Friedrich-Ebert-Stiftung	2019
3	J. Berengueres	The Brown Book of Design Thinking	UAE University College, Al Ain	2014

Blended Learning Links

UNIT	TOPICS	LINK
UNIT I	Introduction to Design Thinking	https://www.digimat.in/nptel/courses/video/109104109/L01.html
	Design Thinking skills	https://www.youtube.com/watch?v=b-9Id-Jt_PI
UNIT II	Principles & Basis of Design Thinking	https://youtu.be/6-NRiom8K9Y
	Design Thinking hats	https://www.youtube.com/watch?v=bc-BvFQDmmk
UNIT III	Empathize	http://acl.digimat.in/nptel/courses/video/109104109/L02.html http://acl.digimat.in/nptel/courses/video/109104109/L03.html https://youtu.be/ls2mqHs02B0
UNIT IV	Define	http://acl.digimat.in/nptel/courses/video/109104109/L04.html https://youtu.be/veixQsRnZZU https://youtu.be/6-bDSKZJEAM
	Ideate	http://acl.digimat.in/nptel/courses/video/109104109/L11.html http://acl.digimat.in/nptel/courses/video/109104109/L12.html http://acl.digimat.in/nptel/courses/video/109104109/L13.html
UNIT V	Prototype	http://acl.digimat.in/nptel/courses/video/109104109/L15.html
	Testing	http://acl.digimat.in/nptel/courses/video/109104109/L16.html http://acl.digimat.in/nptel/courses/video/109104109/L17.html http://acl.digimat.in/nptel/courses/video/109104109/L18.html http://acl.digimat.in/nptel/courses/video/10904109/L19.html



DEPARTMENT OF BUSINESS ADMINISTRATION

(BUSINESS PROCECSS MANAGEMENT)

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

SEMESTER IV

DEPARTMENT OF BUSINESS ADMINISTRATION

(BUSINESS PROCECSS MANAGEMENT)

2023-2026 BATCH

DEPARTMENT OF BBA (BUSINESS PROCESS MANAGEMENT)
CHOICE BASED CREDIT SYSTEM (CBCS) &
LEARNING OUTCOME BASED CURRICULAR FRAMEWORK(LOCF)
SCHEME AND SYLLABUS OF THE EXAMINATION
2023-2026 Batch
Semester- IV

Semester	Part	Course Code	Title of the Course	Course Type	Instruction hours per week	Contact Hours	Tutorial Hours	Duration of the Examination	Examination Marks			Credit
									CA	ESE	Total	
IV	I	TAM2304A/ HIN2304A/ FRE2304A	Tamil Paper IV / Hindi Paper IV / French Paper IV	L	4	58	2	3	25	75	100	3
IV	II	ENG2304A	English Paper IV	E	4	58	2	3	25	75	100	3
IV	III	BB23C09	Financial Management	CC	6	88	2	3	25	75	100	5
IV	III	BA23C10	Supply Chain management for Business Process Services	CC	6	73	2	3	25	75	100	4
IV	III	BA23A02/ RM23A02	Banking for Business Process Services / Sourcing Management	GE	5	73	2	3	25	75	100	4
III/ IV	III	CS23SBGP/ BA23SB01	GEN-AI/ Retail,CPG and Market Research	SEC	3	45/ 43	-/2	-	100	-	100	3
IV	IV	NM23EII	Entrepreneurship and Innovation (IgniteX)	AECC	2	30	-	-	100	-	100	2
IV	IV	NM23EVS	Environmental Studies	AECC	SS	-	-	-	100	-	100	Gr.
IV	V	COCOACT	Co-Curricular Activities	GC	-	-	-	-	100	-	100	1
I-IV	VI	COM15SER	Community Services (30hours)	GC	-	-	-	-	-	-	-	-
I-V	VI	16BONL1 16BONL2	Online Course 1 Online Course 2	ACC	-	-	-	-	-	-	-	-

L-Language
 CC–Core Courses
 GE–Generic Elective
 AECC– Ability Enhancement Compulsory Courses
 ACC- Additional Credit Course

E-English
 CA–Continuous Internal Assessment
 ESE-End Semester Examination
 SEC–Skill Enhancement Course Self-Study
 SS-Self Study

The following changes in the assessment pattern for 2023- 24 batch

CA Pattern -Theory- (First 3 Units)

Section A – 3 x 2 = 6Marks

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

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

Total: 45 Marks

ESE Pattern (Theory)

Section A – 5 x 2 = 10 Marks

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

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

Total: 75 Marks

Evaluation pattern

I &II Year UG

CIA Test - 5 Marks (Conducted for 45 marks after 50 days)

Model Exam - 7 Marks (Conducted for 75 marks - Q.P. Pattern (2,5,8 Marks)

(Each Unit 15 Marks)

Sem/Ass/Quiz - 5 Marks

Class Participation - 5 Marks

Attendance - 3 Marks (91-100% attendance: 3 Marks; 81-90% attendance: 2 Marks;
75-80% attendance: 1 Marks)

Total : 25 Marks

Continuous Internal 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

Assessment Pattern for 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

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	L	S	S	L

S-Strong ;M-Medium; L-Low

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- TimeValueofMoney– Present Value, Future Value,LumpSum&Annuity(Simpleproblems)-***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 (17Hours)

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 (18Hours)

Capital Structure: Introduction - ***Factors Influencing Capital Structure*** – Approaches–MM– Optimal Capital Structure – CAPM – Operating Leverages and Financial Leverage(Simpleproblems).***DividendandDividendPolicy***:TypesofDividendPolicies-FormsofDividend.

UNIT–IV-Theory and Problems (17Hours)

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

UNIT–V-Theory (18Hours)

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– Creditpolicies.FinancialAnalytics:Meaning–Significance.IntroductiontoFintech–FintechTechniques and Tools –Application and Future of Fintech.

Note: Simple problems from Unit I, II, III and IV(Theory50 %and Problems 50 %)

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

Text Books:

Sl.No.	Author(s)	Title of the Book	Publisher	Year Of Publication& Edition
1.	SharmaRK, GuptaSP & NeetiGupta	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 of Publication & Edition
1.	MY Khan&PKJain	Financial Management	Tata McGraw Hill Publishing	2018 Revised 8 th Edition
2.	I.M. Pandey	Financial Management	Pearson Education	2022 Revised 5 th Edition
3.	Prasanna Chandra	Financial Management Theory & Practice	McGrawHill	2022 Revised 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_IQ
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=r93pyYGJCLQ 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: Chalk& Talk, Lecture, Problem, Seminar, PPT, Group Discussion and Case Study.

COURSE CODE	COURSE NAME	Category	L	T	P	Credits
BA23C10	SUPPLY CHAIN MANAGEMENT FOR BUSINESS PROCESS SERVICES	Theory	73	2	-	4

Preamble:

1. To explore how modern technologies and traditional knowledge can create sustainable, resource-efficient supply chains.
2. To learn about key aspects of Demand, Supplier, and Operations Management in SCM, focusing on advanced tools to address global supply chain challenges.
3. To emphasize sourcing, logistics, and sales order management strategies and to introduces technologies and IKS in transforming supply chains, especially in rural areas.

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 meaning, objectives, and scope of Supply Chain Management, emphasizing the integration of AI and IKS for creating sustainable and eco-friendly supply chain systems.	K1
CLO 2	Analyze and apply principles of Demand Management and Supplier Management, leveraging data analytics, mass customization, and augmented reality to optimize global supply chain operations.	K2
CLO 3	Evaluate and implement sourcing and procurement strategies, including inventory models like EOQ, JIT systems, and ERP solutions, to enhance supply chain efficiency and organizational growth.	K3
CLO 4	Investigate advanced logistics and sales order management practices, integrating technologies like block chain, intelligent automation, and data mining, to improve transparency, compliance, and overall supply chain performance.	K4

Mapping with Programme Learning Outcomes

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

S-Strong ;M-Medium; L-Low

UNIT- I (15 Hours)

Supply Chain Management (SCM) -Overview– Meaning and Definition- Objectives –Importance - Scope -Types - Major drivers of Supply Chain Management- Supply chain as a profession- Need for Supply Chain Management in market today-***Supply chain strategy*** - Supply chain metrics- Basics of Businesses-***Role of Artificial Intelligence in supply chain Management*****IKS in promoting eco-friendly supply chains ***

UNIT- II (14Hours)

Demand Management- Introduction-Concepts-Operation Management in Supply Chain Management- Principles- Supply Chain design, Supply Chain planning, global order processing, manufacturing scheduling, replenishment, parameters monitoring-***Use of IKS based techniques to minimize waste***-Mass Customization-Levels- Characteristics- Outsourcing Need and its current Trend- Core competencies-working models-***Role of AI in identifying organizational core competencies***.***Application of Augmented Reality in supply chain management.***

UNIT- III (15 Hours)

Sourcing & Procurement – Introduction-Purchasing cycle- types- Inventory models-Inventory Management-Inventory terminology-Inventory counting system.***Industry 5.0 implementation for human-robot collaboration***-Vendor Management-Contract Management-Elements- Benefits ***Enterprise Resource Planning***-Role of Enterprise Resource Planning in Supply Chain Management-Competitive Benefits of Enterprise Resource Planning in Supply Chain Management-Enterprise Resource Planning for Supply Chain Management in Overall Organization Growth-***Future of Procurement with Artificial Intelligence**.*

UNIT- IV (14 Hours)

Logistics Management- History and Evolution- Elements-Functions-Distribution management-***Application of AR for supply chain pathways***-Transportation Management-Participants in transportation-Modes of Transportation. Warehousing-Types- Warehouse Management System (WMS) -3PL-4PL-Reverse Logistics- Green Logistics-***Smart Logistics in Industry 5.0***-Intelligent Automation-Intelligent Devices-Intelligent systems -Intelligent materials.

UNIT-V (15 Hours)

Sales Order Management -Introduction-***Role of Artificial Intelligence in sales order management***-After Market Services - *Warranty Management- spares management and return material authorization- ***Block chain in Supply Chain Management***-Meaning-Benefits-Uses-Role of Block chain in improving supply chain transparency- Process Tracking-Compliance and reporting-Emerging trends in Supply Chain Management-***Application of AI in ensuring data accuracy across the supply chain***.

Textbook

TCS Material

Reference Books

Sl.No.	Author(s)	Title of the Book	Publisher	Year of Publication & Edition
1.	ShyamVaranNath, Shahid S. Malik	Digital Supply Chain Management	Wiley	2024
2.	Minsoo Kim, Hae-Young Lee, Dae-Chul Kim	Artificial Intelligence in Supply Chain Management: Theory and Applications	Springer	2024
3.	Antonio F. S. Santos, Pedro M. R. Almeida	AI and Machine Learning for Supply Chain Management	Wiley	2024

Blended Learning Links

S.No	Unit	Topic	Links
1	I	Supply chain strategy	https://www.youtube.com/watch?v=Lpp9bHtPAN0
2		Role of Artificial Intelligence in supply chain Management	https://ebsedu.org/blog/ai-in-supply-chain-management
3		IKS in promoting eco-friendly and resource-efficient supply chains, drawing from concepts	http://digimat.in/nptel/courses/video/109103186/L28.html
4	II	Use of IKS-based techniques to manage stockpiling and minimize waste	https://www.youtube.com/watch?v=a2FZ7s8iUPw&pp=ygUPI21IZGljYWxzG9yYWdl
5		Role of AI in identifying and strengthening organizational core competencies	https://www.youtube.com/watch?v=PHZwYe-m6y0
6		Application of Augmented Reality in supply chain management	https://ijrar.com/upload_issue/ijrar_issue_304.pdf
7	III	Industry 5.0 implementation for human-robot collaboration in manufacturing Processes	NPTEL https://archive.nptel.ac.in/courses/110/106/110106045/
8		Enterprise Resource Planning	https://www.infor.com/solutions/erp
9		Future of Procurement with Artificial Intelligence	https://www.youtube.com/watch?v=rUdhTLNXO8o
10	IV	Application of AR for real-time visualization of distribution networks and supply chain pathways	https://www.youtube.com/watch?v=eggkRxc9TG8
11		Smart Logistics in Industry 5.0	https://www.youtube.com/watch?v=4bvAljNuvG8
12	V	Role of Artificial Intelligence in sales order management	https://www.youtube.com/watch?v=IDyYCeKA2Q
13		Block chain in Supply Chain Management	NPTEL https://www.youtube.com/watch?v=UAKTaOXO6Go
14		Application of AI in mastering data governance, ensuring data accuracy, consistency and accessibility across the supply chain	https://www.youtube.com/watch?v=SSNnDlphu_g

Pedagogy: Chalk& Talk, Lecture, Problems, Seminar, PPT, Group Discussion and Case Study

COURSE CODE	COURSE NAME	Category	L	T	P	Credits
BA23A02	BANKING FOR BUSINESS PROCESS SERVICES	Theory	73	2	-	4

Preamble

1. To provides a comprehensive understanding of modern banking operations, and Indian Knowledge Systems (IKS) to address contemporary challenges in banking.
2. To ensure students are equipped with the skills needed for sustainable, customer-centric, and technologically enhanced financial services
3. To highlight emerging trends and ethical considerations in banking, the course incorporates global best practices and cultural insights, fostering a forward-thinking approach to financial services.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the legal, operational, and technological aspects of banking, including fraud prevention, customer service, and risk management, with a focus on sustainable practices inspired by IKS.	K1
CLO2	Apply AI, VR, and Industry 5.0 technologies in banking processes such as retail banking, mortgage services, and trade finance to enhance efficiency and customer experience.	K2
CLO3	Evaluate the role of innovative tools like robot-advisors, eco-friendly ATMs, and block chain in transforming traditional banking systems into digitally driven financial ecosystems.	K3
CLO4	Develop ethical and culturally sensitive solutions for banking challenges by integrating traditional practices with modern advancements in AI, AR, and VR technologies.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO 2	PLO 3	PLO 4	PLO 5
CLO1	S	M	L	S	S
CLO2	S	S	M	S	S
CLO3	S	S	L	S	S
CLO4	S	S	M	S	L

S-Strong ;M-Medium; L-Low

Unit I (15 Hours)

Overview of Banking - Functions and Products of a Bank -Legal aspects of Banking –Banker Customer relationship- Risks and Control –***Role of AI in Fraud Detection and Risk Management*** -Customer service -Customer complaints & Dispute Handling - Anti-Money Laundering -Know your customer - ***Use of VR for customers to explore banking services remotely*** -Components of Information Security and Risk Management- Neo Banking-Meaning-Neo banking vs. Digital Banking-Central Bank Digital Currency-***Application of Artificial Intelligence in Banking***-***Sustainable Banking Inspired by IKS***

Unit II (15 Hours)

Retail Banking: Introduction- Account Origination - Customer types - Account types -Depository system- Account servicing: Record maintenance- account closures- signature maintenance- check issuance and payment- Passbook- debit card - Internet Banking - Mobile Banking-customer correspondence- Grievances redressal-Banking Ombudsman -ATM Management and Services - challenges -***Eco-friendly ATM designs inspired by Industry 5.0 principles***- White Label ATM- Payment system - Payment instruments - messaging and settlement - Retail wealth management- Investment objectives - Investment Strategies-***Application of robot-advisors for personalized investment ***- Banking Application Programming Interface-Meaning and Benefits of Internet of Things in Banking-***Role of Virtual Reality in Financial Services***.

Unit III (15 Hours)

Cards: Overview -Types - features - Card Transactions - Transaction cycle - Stand-in-Processing (STIP) authorizations . Settlement: Settlement cycle - statement generation- Payment processing - Card operations - Card life cycle- Cards: Charge back & Dispute resolution - charge back lifecycle - ***Customer Service*** - ***roles and responsibilities*** - Fraud Management - ***Different types of frauds*** - fraud prevention, detection and Investigation - Card collections, delinquency and recovery-Account Visualization.

Cash Management: Payment overview and Definition- ***Major kinds of payment system***-clearing settlement cycle- various types of fund transfers – Immediate Payment System– messaging- know your customer- corporate account- post account opening below is the product range services- Nostro account- Vostro account- ***Risks and liquidity issues***.

Unit IV (14 Hours)

Mortgages: Purpose of mortgage loan-US mortgage-brief history-Federal regulation on borrower's right-Mortgage Products-Mortgage schemes or programmes- ***Role of AI in Mortgage Loan Processing*** - Major parties in the mortgage industry-Mortgage loan cycle-Mortgage insurance-Mortgage frauds-Recent developments in mortgage industry-***Usage of Artificial Intelligence in transformation of mortgage industry***- ***Principles of IKS in Ethical Lending Practices.***

Unit V (14 Hours)

Trade Financing: Introduction - Trade payment method-***Role of banks in international trade***- Documents in international trade-Guarantee /Stand by Letter of Credit (SBLC)– types of guarantee-issuance, amendment, claim/settlement & cancellation- Reimbursement-authorization, claim/ payment, irrevocable undertaking-***Basics and outline of UCP 600, ISBP, URC 522, URR 725, URDG and ISP98***-Loans & Finances- trade compliance, trade advisory.– Importance of trade finance professionals in banking services-Overview on specialized training course for CDCS certification.

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

Text Book

TCS Material

Reference Books

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication & Edition
1	Chris Skinner	Banking in the Digital Age	Kogan Page	2024
2	Brett King	Bank 4.0: Banking Everywhere, Never at a Bank	Wiley	2023
3	Ivana Bartoletti	AI and Financial Technology: Applications and Implications	Springer	2023

Blended Learning Links

S.No	Units	Topics	Blended Links
1	I	Role of AI in Fraud Detection and Risk Management	https://www.youtube.com/watch?v=s40ROisKASU
2		Use of VR for customers to explore banking services remotely	https://www.youtube.com/watch?v=Yrba7-kywMU
3		Application of Artificial Intelligence in Banking	https://www.youtube.com/watch?v=Q7vbTolb68I
4		Sustainable Banking Inspired by IKS	https://www.youtube.com/watch?v=6y7L7r9fKmQ
5	II	Eco-friendly ATM designs and branch setups inspired by Industry 5.0 Principles	https://innovaromoir.com/en/industry-5-0-revolution-change-your-business/
6		Application of robo-advisors for personalized investment recommendations	https://www.youtube.com/watch?v=i2Yza3sK7SY
8		Role of Virtual Reality in Financial Services	https://www.youtube.com/watch?v=M_GBXmIQT_Y
9		Internet Banking – Mobile Banking	https://nptel.ac.in/courses/110106040
10		ATM Management and Services	https://nptel.ac.in/courses/110105035
11	III	Customer Service-roles and responsibilities	https://archive.nptel.ac.in/courses/110/104/110104065/
12		Different types of frauds	https://onlinecourses.nptel.ac.in/noc23_cs69/preview
13		Major kinds of payment system	https://onlinecourses.nptel.ac.in/noc19_mg54/preview
14		Risks and liquidity issues	https://archive.nptel.ac.in/noc/courses/noc21/SEM1/noc21-mg15/
15	IV	Role of AI in Mortgage Loan Processing	https://www.youtube.com/watch?v=cVtprBO9v5I
16		Usage of Artificial Intelligence in transformation of mortgage industry	https://www.youtube.com/watch?v=LaVQbR12EZg
17		Principles of IKS in Ethical Lending Practices	https://www.youtube.com/watch?v=Gexiwsa7Gc0
18	V	Various trade payment method	https://onlinecourses.nptel.ac.in/noc21_hs46/preview
19		Role of banks in international trade	https://onlinecourses.nptel.ac.in/noc21_mg14/preview
20		Basics and outline of UCP 600,ISBP,URC522,URR725,URDG andISP98	https://www.tradefinanceglobal.com/letters-of-credit/ucp-600/

Pedagogy: Chalk &Talk, Lecture, Problems, Seminar, PPT, Group Discussion and Case Study.

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

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 in Sustainable Sourcing– Importance – Opportunities – Challenges - *** Green Sourcing Strategies for Reducing Environmental Footprint*** – E-Sourcing – Supplier Delivery, RFQ, RFP, Auctions.

UNIT – II (15 Hours)

Supplier Selection and Evaluation – Identifying Potential Supplier – Developing a Dynamic 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 in Supplier Selection

UNIT – III (15Hours)

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 in Sustainable Sourcing– Benchmarking – *** AI in Market and Cost Analysis for Price Determination*** – Negotiation in Sourcing: Types – Process - Skills for Successful Negotiation – *** AI-Powered Negotiation Bots: A New Frontier in Sourcing***.

UNIT – IV (15 Hours)

Global Sourcing – Meaning – Importance – Challenges – Sustainability and Ethical Considerations in Global Sourcing– ***Criteria for Selecting Countries and Suppliers for Global Sourcing*** – Risk Assessment — Total Cost Analysis – Legal Frameworks for International Trade in Global Sourcing – *** Block chain for Transparency in Global Supply Chains ***.

UNIT – V (14 Hours)

Role of Technology in Sourcing Management – Need – Importance – Benefits – Application of Technology: Supplier Portals – ***Market Intelligence Tools*** – The Impact of Big Data on Sourcing Management– Integrating Market Intelligence with Supplier Portals for Smarter Sourcing-***Document Management System***.

***Highlighted Text offered in blended mode**

Text Books:

S.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:

S.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
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Blended Learning Links

S.No	Topic	Links
1	Sourcing Process	https://www.prokuria.com/post/sourcing-strategy-steps-effective-sourcing-process
2	Ethical and Sustainable Sourcing	https://slideplayer.com/slide/10401917/
3	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
5	Benefits of AI-Powered Price Determination	https://www.youtube.com/watch?v=vXP7L8sduis
6	Leveraging AI - Driven Negotiation Strategy	https://www.youtube.com/watch?v=lWtxg5_Pr1Q
7	Criteria for Selecting Countries and Suppliers for Global Sourcing	https://www.aerostarmfg.com/
8	Application of Blockchain Technology in Global Sourcing	https://blog.aajjo.com/post/blockchain-technology-in-procurement-and-supply-chain-management
9	Market Intelligence Tools	https://www.crayon.co/market-intelligence
10	Document Management System	https://www.youtube.com/watch?v=M57ZEnKDB-4

Pedagogy: Chalk&Talk, Lecture, Problems, Seminar, PPT, Group Discussion and Case Study.

COURSE CODE	COURSE NAME	Category	L	T	P	Credits
BA23SB01	RETAIL, CPG AND MARKET RESEARCH	Theory	43	2	-	3

Preamble

1. To impart knowledge about Modern concepts of marketing and market research.
2. To develop a better understanding of the role of marketing in a business organization.
3. To provide opportunities to analyze marketing activities within the firm.

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 Market Research, CPG, Retail Segmentation, Marketing Mix, Product, Brand, Media Management; Consumer ,Retail, Media, and Consumer research	K1
CLO2	Associate the functions of Retail, Consumer Research, Consumer Packaged goods, media research and retail insights to interact with their customers.	K2
CLO3	Apply the concepts of Market Research, Product Management, Brand Management, Media Management; Consumer Research in business organization.	K3
CLO4	Analyze the marketing strategies, factors of Consumer behavior ,product pricing to compete with global retailers and to apply it in Real world.	K4

Mapping with Program Learning Outcomes

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

S-Strong; M-Medium; L-Low

UNIT-I (9Hours)

Market Research: Market Research-Meaning-Types-Need for Market Research-***Difference between Market research and Marketing Research***- Market research concept- Custom Study-Syndicated Study-Quantitative Research Methodology-Qualitative Research-Methodology-***Current trends in AI market research ***-***Big Data Analytics in Market Research***.

UNIT-II (9Hours)

Retailing: Meaning- Functions-Significance- future of Retailing-Retail Formats-Strategy behind different

formats of Retail-***Function of a Retailer***-Retail Function Flow-Diverse of Retail Change in India-Challenges in Retail- Developments in India-Environment and Legislation for Retailing - Global Retailers-Challenges faced by unorganized retailing from organized retailing-***Future of AI in Retail.***
***Leveraging IKS for regional market insights ***.

UNIT-III (9Hours)

Retail research: Meaning –Benefits- ***Retail Data***- ***Characteristics of Retail Data***-Types-Retail Data Validation- Retail Reports- Product Coding- Product Reference- ***Product Features***- Features Coding- Items Coding- store reference-price range- ***Analytics and Insights in Retail***-***Key benefits and implementation of RPA in retail research***.

UNIT-IV (8 Hours)

Consumer Research: Introduction–Importance– Consumer Marketing research-***key consumer research methodology***-Consumer Research Cycle-***Use of Augmented Reality and Virtual Reality in consumer Research** .CPG: ***Classification of Goods- Consumer goods, Industrial goods*** - ***Concept of Consumer-Packaged Goods(CPG)***–CPG Industry–Global CPG Manufacturers-CPG and MRO Offerings- Consumer Behavior and CPG-Influencers of CPG-***Principles of IKS in Consumer Research***

UNIT-V (8Hours)

Media & Panel Research: Introduction– Importance –Types – Media Data-***Characteristics***–Media Data Validation–Media Research Report-***Retail Audit–Importance***-Panel Data-Consumer Panels–Importance-***Types of Consumer Panel***-Panel Research Report- ***Role of Internet in retailing***-***Predictive Analytics in Media Research***

Textbook

TCS Material

Reference Books:

S.No	Authors(s)	Title of the Book	Publisher	Year of Publication & Edition
1	Kunbell Campbell	E-Commerce Growth Strategy: A Brand-Driven Approach to Attract Shoppers, Build Community and Retain Customers	Kogan Page Ltd	2023
2	Mercedes Esteban-Bravo Jose M. Vidal-Sanz	Marketing Research methods	Cambridge University Press	2021

Blended Learning Links:

Units	Topic	Link
Unit I	Types	https://archive.nptel.ac.in/courses/110/107/110107080/
	Difference between Market research and Marketing Research	
	Current trends in AI market research	https://onlinecourses.nptel.ac.in/noc24_mg25/preview
	Big Data Analytics in Market Research	https://www.youtube.com/watch?v=O2vpHzgAyY4
Unit II	Function of a Retailer	https://onlinecourses.nptel.ac.in/noc22_mg51/preview
	Future of AI in Retail	https://onlinecourses.nptel.ac.in/noc24_mg05/preview
	Leveraging IKS for regional market insights	https://3ai.in/rural-development-leveraging-analytics-to-uplift-base-of-the-pyramid/
Unit III	Retail Data	https://www.marketing91.com/characteristics-of-retailing/
	Characteristics of Retail Data	
	Product Features	https://netconomy.net/blog/data-analytics-retail-manufacturing-logistics/
	Analytics and Insights in Retail	
	Key benefits and implementation of RPA in retail research	https://www.vuram.com/blog/rpa-in-retail-industry/
Unit IV	Key consumer research methodology	https://archive.nptel.ac.in/noc/courses/noc21/SEM2/noc21-mg67/
	Use of Augmented Reality and Virtual Reality in consumer Research	https://www.youtube.com/watch?v=MGuSTAqlZ9Q
	Classification of Goods- Consumer goods, Industrial goods	https://archive.nptel.ac.in/courses/112/107/112107219/
	Concept of Consumer-Packaged Goods(CPG)	https://www.youtube.com/watch?v=IRIObp5bjn0
	Principles of IKS in Consumer Research	https://www.youtube.com/watch?v=cHyzwMs_jO8
Unit V	Characteristics Media Research Report Retail Audit	https://archive.nptel.ac.in/courses/110/107/110107080/
	Importance Types of Consumer Panel Role of Internet in retailing	https://zinklar.com/blog/consumer-panel-what-types-are-there-and-what-advantages-do-they-offer/
	Predictive Analytics in Media Research	https://www.youtube.com/watch?v=UUINmUP1eGs

Pedagogy: Chalk &Talk, Lecture, Problems, Seminar, PPT, Group Discussion and Case Study.

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

Ignite Course

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 - Learn 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 Securely Share; 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, McGraw Hill, 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 Wadhvani platform (Includes 200+ components of custom created modular content + 500+ components of the most relevant curated content)



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

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

SEMESTER V

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

2023-2026 Batch



**DEPARTMENT OF BUSINESS ADMINISTRATION
(BUSINESS PROCESS MANAGEMENT)
CHOICE BASED CREDIT SYSTEM (CBCS) & LEARNING OUTCOME BASED CURRICULAR
FRAMEWORK (LOCF)
SCHEME AND SYLLABUS OF EXAMINATION
2023-26 Batch
V SEMESTER**

SEM	Part	Course Code	Title of the Course	Course Type	Instruction hours/week	Contact hours	Tutorial	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
V	III	BB23C11	Cost and Management Accounting	CC	5	73	2	3	50	50	100	4
	III	BB23C12	Management Information System	CC	5	73	2	3	50	50	100	4
	III	BA23C13	Managing Business Processes	CC	5	73	2	3	50	50	100	4
	III	BB23E01/ BB23E02	Research Methods for Management / Business Ethics and Corporate Social Responsibility	DSE	5	73	2	3	50	50	100	4
	III	BA23E01/ BB22E04	Capital Markets for Business Process Services/ Investment and Portfolio Management	DSE	5	73	2	3	50	50	100	4
V	III	BB23SBP1	AI Tools for Management Research	SEC	3	43	2	-	100	-	100	3
V	III	BA23AC1 /BA23AC2	Self – Development and Emotional Competence / Workforce Innovation in Digital Business Process Services	ACC	SS	-	-	3	25	75	100	5 ^s
	IV	NM21CS1	Cyber Security	AECC	2	30	-	--	100	--	100	Gr.
	VI	CE	Comprehensive Examination	GC	-	-	-	--	--	100	100	Gr.
	IV	INST	Fieldwork/Internship (21 days)	DSE	-	-	-	-	100	--	100	2
	VI	COM15SER	Community Services-30 Hours	GC	-	-	-	-	-	-	Completed /Not	-
I-V	VI	16BONL1	Online Course 1	ACC	-	-	-	-	-	-	-	-
	VI	16BONL2	Online Course 2	ACC	-	-	-	-	-	-	-	-

CC: Core Courses

ACC: Additional Credit Course

DSE: Discipline Specific Elective

AECC: Ability Enhancement Compulsory Courses

CA: Continuous Assessment

SS: Self-study

SEC: Skill Enhancement Course

GC: General Courses

ESE: End Semester Examination

Gr.: Grade

\$ Credits applicable to candidates who take up the Advanced Level Course examination

The following changes in the assessment pattern for the 2023 - 26 batch

CA Pattern -Theory- (First 3 Units)

Section A – 3 x 2 = 6 Marks

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

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

Total: 45 Marks

ESE Pattern (Theory)

Section A – 5 x 2 = 10 Marks

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

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

Total: 75 Marks

III Year UG

CIA Test - 5 Marks (Conducted for 45 marks after 50 days)

Model Exam - 7 Marks (Conducted for 75 marks - Q.P. Pattern (2,5,8 Marks)

(Each Unit 15 Marks)

Sem/Ass/Quiz - 5 Marks

Class Participation - 5 Marks

Attendance - 3 Marks (91-100% attendance: 3 Marks; 81-90% attendance: 2 Marks; 75-80% attendance: 1 Mark)

Total: 25 Marks

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

FIELD TRAINING

At the end of the IV semester, the student must complete a 21-day internship in an industrial establishment/ organization approved by the concerned staff. The student must also maintain a work diary and submit a report in the V semester, followed by a viva voce.

MODE OF EVALUATION	MARKS	TOTAL
Attendance	10	100
Work Diary	15	
Report	50	
Viva Voce	25	

CYBER SECURITY - I

Quiz: 60 Marks

Case Study: 20 Marks

Poster: 20 Marks

ADVANCED LEARNERS COURSE (ALC)

ALC 25/75 pattern:

Internal Component (Theory)	Marks	Total
CIA	10	25 Marks
Model Exam	15	

Continuous Assessment:

SECTION	MARKS	TOTAL
Section A– 4 / 6 X 4 Marks	16	25 Marks
Section B– 1 / 2 X 9 Marks	9	

End Semester Examination:

SECTION	MARKS	TOTAL
Section A – 5 / 8 X 5 Marks	25	75 Marks
Section B – 5 / 8 X 10 Marks	50	

ASSIGNMENT/ SEMINAR**Maximum - 20 Marks (converted to 4 marks)**

Criteria	4 Marks	3 Marks	2 Marks	1 Mark
Focus Purpose	Clear	Shows awareness	Shows little awareness	No awareness
Main idea	Clearly presents a main idea.	The main idea is supported throughout	Vague sense	No main idea
Organisation: Overall	Well planned	Good overall organization	There is a sense of organization	No sense of organization
Content	Exceptionally well presented	Well presented	Content is sound	Not good
Style: Details and Examples	Large specific examples and detailed descriptions	Some use of examples and detailed descriptions	Little use of specific examples and details	No use of examples

CLASS PARTICIPATION**Maximum - 20 Marks (converted to 5 marks)**

Criteria	5 Marks	4 Marks	3 Marks	2 Marks	1 Mark
Level of Engagement in Class	Student proactively contributes to class by offering ideas and Asks questions more than once per class.	Student proactively contributes to class by offering ideas and asks questions once per class	Student contributes to class and asks questions occasionally	Student rarely contributes to class by offering ideas and asking no questions	Student never contributes to class by offering ideas
Listening Skills	The student listens when others talk, both in groups and in class. Student incorporates or builds off the ideas of others.	Student listens when others talk, both in groups and in class.	Student listens when others talk in groups and in class occasionally	Student does not listen when others talk, both in groups and in class.	The student does not listen when others talk, both in groups and in class. Student often interrupts when others speak

Behavior	Student almost never displays disruptive behavior during class	Student rarely displays disruptive behavior during class	Student occasionally displays disruptive behavior during class	Student often displays disruptive behavior during class	Student almost always displays disruptive behavior during class
Preparation	Student is almost always prepared for class with the required class materials	Student is usually prepared for class with required class materials	Student is occasionally prepared for class with required class materials	Student is rarely prepared for class with required class materials	Student is almost never prepared for class.

COURSE CODE	COURSE NAME	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 Hours)

***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 Hours)

***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 Hours)

***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 Hours)

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

UNIT – V (14 Hours)

***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

Text Books

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication & Edition
1	S.P. Jain, K.L. Narang, Simmi Agrawal, Monika Sehgal	Cost and Management Accounting	Kalyani Publisher	Revised 2025 18 th Edition

2	M N Arora	Cost and Management Accounting	Sultan Chand & Sons	Revised 2024 11 th Edition
3	Shashi. K. Gupta, R. K.Sharma & Neeti Gupta.	Cost and Management Accounting	Kalyani Publishers	Revised 2022 15 th Edition
4	Gupta MP, Gupta Ajay	Cost and Management Accounting	Sultan Chand & Sons	Revised 2024 2 st Edition

Reference Books:

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

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 Costs Marginal 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.woltersklower.com/en/expert-insights/esg-carbon-emissions>

Blended Learning Links

Module No.	Topic	Blended Learning Links
1	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	Inventory Control	https://youtu.be/U44RQAzf4NI
5	EOQ –Pricing of material issues	https://youtu.be/fFR1nYhF_iw
6	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/hHultcTJJcs
9	Fund Flow analysis	https://youtu.be/n8VKcJxkUeo https://youtu.be/JI1WC7JB2Qo
10	Marginal Costing: Meaning-Importance	https://youtu.be/Ri1BQIACVpM
11	CVP analysis	https://youtu.be/dtnbWUXOwgl
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 NAME	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

MANAGEMENT INFORMATION SYSTEM – BB23C12

(73 Hours)

UNIT 1 (14 Hours)

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 2 (15 Hours)

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 3 (14 Hours)

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 4 (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 5 (14 Hours)

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.

*** Topics offered in blended mode. (Links given)**

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 Edition
2.	Paige Baltzan	Information Systems	McGraw Hill Education (India) P Ltd	2023 & 7 th Edition
3.	Amanda Rose	Management Information Systems	Vinod Publications	2024 & 1 st Edition

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 Edition
2.	Laudon	MIS-Managing the digital firm	Pearson Publications	2023 & 17 th Edition
3.	Kenneth C. Laudon Jane P. Laudon	Management Information System	Pearson Education	2022 & 7 th Edition

Blended Learning Links

S. No	Units	Topics	Blended Learning Links
1.	Unit 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.	Unit II	Data Base Management System, Concept, Database Models	https://www.youtube.com/watch?v=mj0hkR4Jtms
4.	Unit III	Knowledge Management Systems	https://www.youtube.com/watch?v=Xy1t0uJJf8I&list=PL4719F414C9FBD659&index=11
5.	Unit IV	Cloud Computing	https://www.youtube.com/watch?v=RWgW-CgdIk0
6.		PaaS – IaaS – SaaS – NaaS	https://www.youtube.com/watch?v=n7B4icXvs74
7.	Unit V	HR Payroll, Electronic Data Interchange	https://www.youtube.com/watch?v=3QekBr0iLpY https://www.youtube.com/watch?v=StZXPRTJu38

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

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BA23C13	MANAGING BUSINESS PROCESSES	Theory	73	2	-	4

Preamble

1. To provides foundational knowledge of business process management with a focus on BPS operations and outsourcing in the digital era.
2. To emphasize the application of AI, RPA, Cloud Computing, and analytics to enhance efficiency, quality, and customer satisfaction in BPS.
3. To gain insights into metrics, quality control, defect management, and data-driven problem-solving to drive process excellence.

Course Learning Outcomes

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

CLO Number	CO Statement	Knowledge Level
CLO1	Understand and differentiate between core and support processes in BPS operations and explain the evolution, structure, and life cycle of Business Process Services in the Indian and global context.	K1
CLO2	Recognize the role of emerging technologies such as AI, RPA, Cloud Computing, and Predictive Analytics in enhancing process delivery, quality assurance, defect detection, and risk mitigation.	K2
CLO3	Demonstrate problem-solving skills using structured frameworks like PDCA, FMEA, and 7 QC tools to identify root causes, prevent defects, and enhance customer experience through collaborative and technology-enabled solutions.	K3
CLO4	Apply quality management tools, process mapping techniques, and performance metrics such as KPIs, SLAs, and benchmarking to assess and improve service delivery in a BPS environment.	K4

Mapping with Program Learning Outcomes

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

S-Strong; M-Medium; L-Low

UNIT I: (15 Hours)

Process Management :Introduction – Process Definition – Recognition of Business Processes – Core Processes vs Support Processes – Components of Process Management – Understanding Internal Customer vs End User – BPS Overview– Evolution and Growth of BPS in India – Outsourcing Environment – Need for Outsourcing – Business Processes Outsourced to India – BPS Life Cycle: Sales / Solutioning – Transition – Steady State – Value Creation – ***Process Optimization Strategies in BPS*-**
Application of AI in Business Process Management – ***Use of Robotic Process Automation (RPA)***– ***Cloud Computing in Process Delivery*** – Data Security and Compliance in BPS.

UNIT II: (15 Hours)

Metrics Management :Introduction – Concept and Importance of Metrics in BPS – Service Level Agreements (SLAs) – Business Metrics vs Operational Metrics – Key Performance Indicators (KPIs) – Benchmarking and Target Setting – Real-Time Performance Monitoring – Process Mapping Techniques – Process Levels – Process Mapping Symbols – SIPOC and Fundamentals – Value Stream Mapping for

Digital Transformation – Kano Model – Understanding Customer Expectations in Business Process Outsourcing – Data-Driven Customer Experience Metrics – ***Predictive Metrics and Advanced Analytics*** –Types of Risks – Risk Mitigation and Response Plans – ***Digital Risk Management in BPS***– ***Use of AI and Automation in Risk Detection*** – Compliance Metrics and Governance.

UNIT III: (14 Hours)

Quality Management : Introduction– Definition and Importance of Quality in BPS – Key Components of Quality – Process Elements and their Relationship to Quality – Process vs. Quality – Quality Control vs. Quality Assurance – Quality Management Systems (QMS) – Quality Certifications and Standards – Quality System Audits – ***AI in Quality Assurance and Control*** – ***Integration of Ancient Predictive Models with Modern AI for Quality Control*** – ***Role of AI in Enhancing Quality Assurance*** – ***Use of Data Analytics in Identifying Quality Gaps***- Real-Time Monitoring – Transaction Monitoring: Introduction, Process, Scope and Benefits– Transaction Monitoring Cycle – Inspection and Feedback Mechanisms –***Automated Quality Audits***– Root Cause Analysis: Importance, Steps, and Sequence – Root Cause Analysis Process.

UNIT IV : (15 Hours)

Defects Management: Introduction– Defect Opportunities and Definitions – Defect vs. Defective – Understanding Opportunities in a Process – Defect Calculation Methods – DPU / DPMO Calculations – Sigma Conversion Table and Interpretation– First Pass Yield (FPY) and Its Significance – Cost of Quality (COQ)-Types and Impact – Value Stream Mapping (VSM)– Implementing VSM – Standard Operating Procedures (SOPs) for Defect Prevention – ***IKS-Inspired Approaches to Process Standardization***– ***AI Applications in BPS for Automated Defect Detection*** —***Analytics for Monitoring Defect Trends***.

UNIT V : (14 Hours)

Problem Solving Techniques in BPS : Introduction-Importance -Benefits – Steps -Systematic Problem Solving Using PDCA (Plan-Do-Check-Act) Cycle — Problem Solving Tools– Use of 7 QC Tools in Service Quality – FMEA (Failure Mode and Effects Analysis)– Need for Process Improvement–***Role of AI and Predictive Analytics in Problem Detection and Resolution*** –***Collaborative Problem-Solving Using Cloud-Based Platforms***.

* Highlighted Text offered in blended mode

Textbook: TCS Material

Reference Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication & Edition
1.	Paul Grefen and Irene Vander feesten	Handbook on Business Process Management and Digital Transformation	Edward Elgar Publishing	2024 & 1st Edition
2.	Jan vom Brocke and Jan Mendling	Business Process Management Cases: Digital Innovation and Business Transformation in Practice	Springer International Publishing	2023 & 2 nd Edition
3.	Elisabeth D. Scherer	Artificial Intelligence for Business Process Management: A Practice-Oriented Approach	Springer Vieweg	2023 & 1 st Edition

Blended Learning Links:

Units	Topic	Link
Unit I	Process Optimization Strategies in BPS	https://onlinecourses.nptel.ac.in/noc21_mg72/preview?utm_source=
	Application of AI in Business Process Management	https://www.youtube.com/watch?v=kFhQqlaTzDg
	Use of Robotic Process Automation (RPA)	https://onlinecourses.nptel.ac.in/noc25_ee42/preview?utm_source=
	Cloud Computing in Process Delivery	https://onlinecourses.nptel.ac.in/noc21_cs15/preview?utm_source=
Unit II	Predictive Metrics and Advanced Analytics	https://www.youtube.com/watch?v=tdV9L3C-hxQ
	Digital Risk Management in BPS	https://onlinecourses.nptel.ac.in/noc25_mg21/preview
	Use of AI and Automation in Risk Detection	https://onlinecourses.nptel.ac.in/noc24_cs132/preview?utm_source=
Unit III	AI in Quality Assurance and Control	https://onlinecourses.nptel.ac.in/noc20_mg18/preview?utm_source=
	Integration of Ancient Predictive Models with Modern AI for Quality Control	https://onlinecourses.swayam2.ac.in/imb23_mg54/preview?utm_source=
	Role of AI in Enhancing Quality Assurance	https://onlinecourses.nptel.ac.in/noc21_mg24/preview?utm_source=
	Use of Data Analytics in Identifying Quality Gaps	https://onlinecourses.nptel.ac.in/noc25_mg74/preview?utm_source=
	Automated Quality Audits	https://www.youtube.com/watch?v=8XkgBkAz3SA
Unit IV	IKS-Inspired Approaches to Process Standardization	https://www.youtube.com/shorts/dEMhhHP2cHI
	AI Applications in BPS for Automated Defect Detection	https://elearn.nptel.ac.in/shop/iit-workshops/completed/ai-for-signal-processing/?utm_source=
	Analytics for Monitoring Defect Trends	https://onlinecourses.nptel.ac.in/noc20_mg19/preview?utm_source=
Unit V	Role of AI and Predictive Analytics in Problem Detection and Resolution	https://www.youtube.com/watch?v=qAfIM1vQLuw
	Collaborative Problem-Solving Using Cloud-Based Platforms	https://onlinecourses.nptel.ac.in/noc20_cs69/preview?utm_source=

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

COURSE CODE	COURSE NAME	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 Hours)

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 Hours)

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 Hours)

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 Hours)

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 Hours)

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.

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

Text Book

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 Edition

2	HK Dangi & Shruti Dewen	Business Research Methods	S Chand Publishing	2024 2 nd Edition
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Reference Books:

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

Blended Learning Links

S.No	Topic	Blended Learning Links
1	Importance of Research in Management Decisions	https://archive.nptel.ac.in/courses/110/107/110107080/
2	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	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	Introduction to SPSS	https://www.youtube.com/watch?v=_zFBUfZEBWQ
7	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 NAME	Category	L	T	P	Credit
BB23E02	BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY	Theory	73	2	-	4

Preamble

1. To understand the role of business ethics in the business world
2. To familiarize oneself with the theory and practice of managing ethics in organizations.
3. To impart knowledge on legal aspects of the ethical environment.
4. Synthesize information about best practices in corporate social responsibility.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Recall and define key concepts and frameworks related to business ethics, work ethics, corporate social responsibility, and legal regulations in India.	K1
CLO2	Explain the nature and causes of unethical behavior, ethical dilemmas in management, and environmental and cultural issues influencing business practices.	K2
CLO3	Apply ethical theories, decision-making models, and sustainable practices to analyze ethical issues in contemporary business scenarios, including gig and platform economies and the ethical use of AI.	K3
CLO4	Analyze corporate governance structures, CSR strategies, ESG norms, and ethical challenges in global and digital business environments to suggest innovative ethical and responsible business practices.	K4

Mapping with Programme Learning Outcomes

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

S - Strong; M – Medium; L - Low

UNIT - I (14 Hours)

Ethics –Meaning, Definition & Nature of Business Ethics, Characteristics, Ethical and business; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good. ***Ethical Decision Making and Ethical Leadership*** -***Sustainable Business Practices*** - Dharma and Nishkama Karma from Bhagavad Gita - Ethics in Gig and Platform

Economy.

UNIT - II (14 Hours)

Management of Ethics – Ethical dilemma - Ethics in practice - Ethics for managers - Role and function of ethical managers - Comparative ethical behavior of managers - Code of ethics – Competitiveness - organizational size - profitability, and ethics - corporate ethics evaluation ***Business and ecological/environmental issues in the Indian context*** - ESG (Environmental, Social, Governance) Reporting Norms in India.

UNIT - III (15 Hours)

Legal Aspects of Ethics- Political - legal environment - Provisions of the Indian constitution about Business - Political setup – characteristics - implications for business - Prominent features of ***MRTP & FERA***- Social-cultural environment and their impact on business operations, Salient features of Indian culture and values. ***Cross-culture issues in ethics*** - Ethical Challenges in Global Outsourcing - Right to Privacy and Data Ethics (Digital Personal Data Protection Act, 2023).

UNIT - IV (15 Hours)

***Environmental Ethics*- Economic Environment** - Philosophy of economic growth and its implications for business - Main features of Economic Planning for business - Industrial policy and framework of government contract - Role of Chamber of Commerce and Confederation of Indian Industries. Introduction to Ethical use of AI and data - Ethical Implications of Generative AI in Business.

UNIT - V (15 Hours)

Corporate Social Responsibility and Governance - Definition- Evolution- Need for CSR; Theoretical perspectives; ***Corporate citizenship***; Business practices; Strategies for CSR; ***Challenges and implementation***; Evolution of corporate governance; Governance practices and regulation; Elements of good corporate governance Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practice. Role of institutional investors and investor associations on corporate governance. CSR and client loyalty.

Note: Simple case study (internal valuation only)

Text Books:

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	O.C. Ferrell, John Fraedrich, Linda Ferrell	Business Ethics: Ethical Decision Making and Cases	Cengage Learning	2023 & 14 th Edition
2	Jyotsna. G. B & R.C. Joshi	Business Ethics and Corporate Governance	McGraw Hill	2020 & 1st Edition

Reference Books:

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Manuel G. Velasquez	Business Ethics – Concepts and Cases.	Pearson Education	2021 & 8 th Edition
2	Dr. Anupam Jain, Dr. Yamini Surolia, Dr. Meenu Joshi, Mr. Farid Khan, Dr. Nandani Sharma	Business Ethics, Corporate Social Responsibility, and Corporate Governance	Redshine Publication	2023 & 1st Edition

Reference Link:

S. No	Topics	Modules	Web Link
1	Ethical and business, Sustainable Business Practices, Governance practices and regulation, Corporate citizenship, Environmental Ethics, Economic Environment	Unit-I, IV, V	https://nptel.ac.in/courses/110/105/110105079/

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

Blended Learning Links

S. No	Topics	Blended Learning Links
1.	Ethical Decision Making and Ethical Leadership	https://www.youtube.com/watch?v=vXgqq2JBQzY
2.	Sustainable Business Practices	http://www.infocobuild.com/education/audio-video-courses/business-management/BusinessEthics-IIT-Kharagpur/lecture-04.html
3.	Management of Ethics	http://www.infocobuild.com/education/audio-video-courses/business-management/BusinessEthics-IIT-Kharagpur/lecture-17.html
4.	Business and ecological/environmental issues in the Indian context	http://www.infocobuild.com/education/audio-video-courses/business-management/BusinessEthics-IIT-Kharagpur/lecture-54.html
5.	MRTTP & FERA	https://www.youtube.com/watch?v=a5u2eRmdTvI https://www.youtube.com/watch?v=bKZMUwccxRw –
6.	Cross-cultural issues in ethics	https://www.youtube.com/watch?v=KVz3jBIESrc

7.	Environmental Ethics	http://www.infocobuild.com/education/audio-video-courses/business-management/BusinessEthics-IIT-Kharagpur/lecture-54.html
8.	Corporate Social Responsibility and Governance	https://www.youtube.com/watch?v=A4puJJABpU
9.	Corporate citizenship	https://archive.nptel.ac.in/courses/110/105/110105081/
10.	Challenges and implementation	https://www.youtube.com/watch?v=ABR_EgaBKgI https://www.youtube.com/watch?v=vxiQy8ChJQc

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BA23E01	CAPITAL MARKETS FOR BUSINESS PROCESS SERVICES	Theory	73	2	-	4

Preamble

1. To offer a comprehensive view of capital markets, integrating AI, Blockchain, and RegTech to shape future-ready financial professionals.
2. To provide insights into evolving capital markets, focusing on data-driven finance and digital platforms.
3. To build digital fluency in financial services, blending fundamentals of capital markets with FinTech, RegTech, and ESG trends

Course Learning Outcomes

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

CLO Number	CO Statement	Knowledge Level
CLO1.	Understand the structure, types, and roles of capital markets, along with their regulatory environment and recent trends such as e-IPOs, digital KYC, algorithmic trading and the impact of emerging technologies like blockchain and AI on these markets.	K1
CLO2.	Associate and evaluate various financial instruments including equity, fixed income securities, and derivatives.	K2
CLO3.	Analyze risk management strategies, investment banking operations, and the integration of RegTech, Big Data, and cloud-based solutions for managing financial risks and ensuring compliance.	K3
CLO4.	Apply the conceptual and practical understanding of investment vehicles such as mutual funds, hedge funds, and private equity, and assess how AI, robo-advisory, and ESG frameworks influence fund management.	K4

Mapping with Program Learning Outcomes

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

S- Strong; M-Medium; L-Low

Unit I (15 Hours)

Capital Markets – Introduction: Meaning, Functions, Importance, and Role in economic development – Types of Capital Markets: Primary and Secondary – Regulatory Framework: Role of SEBI, Key regulations, SEBI Guidelines – Primary Market: features-Role-Instruments of issue -Key players - Types of issues -***Recent trends: Digital KYC***– Secondary Market: Features-Role- NSE & BSE, Listing of Securities, Trading Mechanism - E-Trading Platforms (Zerodha, Groww) –***Application of AI in Capital Markets***-***Introduction to RegTech***-Meaning-***Role in compliance and KYC/AML***

Unit II (15 Hours)

Financial Instruments – Meaning, classification- importance in capital markets -Securities-Types: Equity, Fixed Income, Government Securities, and OTC Products – Derivatives: Meaning, Features, Advantages, and Types – Forwards, Futures, Options, Swaps (Interest Rate & Currency) – Market Participants: Hedgers, Speculators, Arbitrageurs –***Role of AI in risk analytics***– ***Blockchain in Capital & Derivatives Markets***

Unit III (15 Hours)

Funds Overview – Mutual Funds: Definition, objectives, advantages- NAV – Classification, structure, Asset Management Companies- Role of Fund Managers – Players in the mutual fund industry and New Fund Offers – Robo-Advisory platforms, ***AI-driven portfolio recommendations*** – Hedge Funds: Meaning, characteristics, structure, and types –Private Equity: Meaning, characteristics, structure, types, and core investment components –***ESG-focused investing*** – Reconciliations in Asset Management .

Unit IV (14 Hours)

Basics of Investment Banking – Investments: Meaning, importance, forms, favorable factors, challenges, and key sources of investment information – Investment Banking: Meaning -core functions : underwriting, advisory, and M&A–Trade Life Cycle: Trade execution, clearing and settlement- Role of clearing houses – Reconciliations- ***Error mitigation through automation tools*** – Securities Lending: Types and practices – Prime Brokerage: Services for institutional clients – Collateral Management: Techniques and tools – Corporate Actions: Purpose and operational handling –***AI-based compliance checks in modern investment banking***.

Unit V (14Hours)

Risk Management in Capital Markets – Definition- Measures of risk – Risk classification: Systematic vs. Unsystematic – Risk-return relationship and types of risk: credit, market, liquidity, operational – Financial risk management and hedging strategies – ***AI-driven risk prediction models*** –***Predictive Analytics in risk mitigation*** – Risk modeling techniques– Major risks faced by banks and financial institutions –***Role of RegTech in reducing risk***– Cybersecurity risks in capital markets – Challenges in adopting emerging technologies–***Cloud-based risk management platforms***

* Highlighted Text offered in blended mode

TEXT BOOKS : TCS MATERIALS

Reference Books:

Sl. No	Authors(s)	Title of the Book	Publisher	Year of Publication & Edition
1.	Dr.R.K.Yadav	Introduction to Capital Markets	Laxmi Publications Pvt Ltd	2023 & 1 st Edition
2	Frederic. S Mishkin , Stanley Eakins	Financial Markets and Institutions	Pearson Education	2024 & 9 th Edition
3	Syed Hasan Jafar, Hemachandran K, Hani El-Chaarani, Sairam Moturi, and Neha Gupta	Artificial Intelligence for Capital Markets	Chapman & Hall/CRC Press	2023 & 1 st Edition

BLENDLED LEARNING LINKS

Units	Topic	Blended Learning Links
Unit I	Recent trends: Digital KYC	https://youtu.be/w-xKeLH0-0c?si=xFoFJ9dO_QBsKALt
	Application of AI in Capital Markets	https://www.youtube.com/watch?v=HexyibTQkz0
	Introduction to RegTech	https://www.youtube.com/watch?v=Fg8X6ll4SkU&pp=ygULI2puY2ZpbnRIY2g%3D
	Role in compliance and KYC/AML	https://youtu.be/MfCHOSL5Pgl?si=dVj23Ie0FZiwvoGb
Unit II	Role of AI in risk analytics	https://youtu.be/MZHrgm8IgVA?si=PFobaUm2ceJoyjgH
	Blockchain in Capital & Derivatives Markets	https://www.youtube.com/watch?v=EcELLpdAdvE
Unit III	AI-driven portfolio recommendations	https://youtu.be/7ZShAf0I5GU?si=uKxOcSq_bAOhpZLd
	ESG-focused investing	https://youtu.be/9k2puLUPJ5Q?si=fQdPeemCPRILeI6o
Unit IV	Error mitigation through automation tools	https://youtu.be/JCrvxWZEtSY?si=8vlpedSspdTgShH0
	AI-based compliance checks in modern investment banking.	https://youtu.be/pYJxDQ8FiPA?si=Nh6TnnOf2OE8v8zZ
Unit V	AI-driven risk prediction models	https://www.youtube.com/watch?v=82Nkp5KAhWo
	Predictive Analytics in risk mitigation –	https://youtu.be/STDH-BHxfxk?si=PW2A6S3S-uMW8g61
	Role of RegTech in reducing risk	https://youtu.be/bQuxWgdn1fE?si=tUn4xQ3NavPYTRG3
	Cloud-based risk management platforms	https://youtu.be/_Ph4gvHmIZg?si=kRFC1TVTPL0SpkrX

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

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BB23E04	INVESTMENT AND PORTFOLIO MANAGEMENT	Theory	73	2	-	4

Preamble

1. To understand the importance of investment and investment decisions
2. To promote knowledge of stock exchange markets
3. To focus on the derivative market and its performance measurements.
4. To impart knowledge about the valuation of shares

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand various investment instruments and portfolio diversification principles, including their role in promoting responsible investing and contributing to economic well-being.	K1
CLO2	Recognize the relationship between risk and return in investment decisions, market theories, and their signification, strategic asset allocation techniques	K2
CLO3	Apply the strategy to measure the risk and return, usage of analytical techniques, and their impact on investment decision-making.	K3
CLO4	Critically analyse the portfolio performance, hedging strategies, standards governing investment practices, and finance concepts to improve investment decision-making and mitigate cognitive biases.	K4

Mapping with Programme Learning Outcomes

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

S - Strong; M – Medium; L - Low

Unit - I (14 Hours)

Investment – meaning – importance – speculation – factors favorable for investment – features – process–***Sources of investment information***. Investment Decision Making – Approaches –***errors in investing***– Qualities of successful investing - Sustainable and ESG Investing

Unit - II (15 Hours)

New Issues Market – functions - mechanics of floating – relationship with stock market.

Stock market—brokers—membership—kinds of trading activity—listing—depositories—role of SEBI—NSE—ICSE—Stock market indices in India. Introduction to Exchange-Traded Funds (ETFs) in Portfolio Management—Algo Trading and AI in Stock Markets.

Unit - III (15 Hours)

Risk—meaning—classification—***measures of risk***- valuation of shares – debentures - preferred stock. Fundamental Analysis – Technical Analysis – ***Dow's theory*** - Charts. Portfolio Optimization Techniques - Sentiment Analysis (NLP and AI).

Unit - IV (15 Hours)

Efficient Market theory –***Portfolio Analysis*** - return on portfolio – risk on portfolio – portfolio managers - ***SEBI guidelines for portfolio managers*** -portfolio management services –portfolio construction –***Markowitz theory*** – Sharpe's optimum portfolio construction – ***Capital Asset Pricing Model*** - Behavioral Portfolio Theory (BPT).

UNIT - V (14 Hours)

Investment alternatives: Equity shares – Corporate Bonds – preference shares – derivatives –options – forwards – futures - swaps. Mutual funds – features - classification - ***SEBI and mutual fund regulations*** - performance measurement of mutual funds

Case Studies - 5 Hrs (Internal Evaluation Only)**Text Book:**

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Prasanna Chandra	Investment Analysis and Portfolio Management	Tata McGraw-Hill Publication New Delhi.	2024 & 7 th Edition

Reference Books:

S. No	Author(s)	Title of the Book	Publisher	Year & Edition
1	Dr. Avadani.V.A	Investment Management	Himalaya Publications	2022 & 8 th Edition
2	S. Kevin	Security Analysis and Portfolio Management: A Primer	PHI Learning Pvt. Ltd.	2024 & 2 nd Edition
3	Frank K. Reilly, Keith C. Brown, and Sanford J. Leeds	Investment Analysis and Portfolio Management	Cengage Learning	2024 & 12 th Edition

Reference Link:

S. No	Topic	Hours & Modules	Web Link
1	Investment, Regulation of Securities Markets, Primary & Secondary Markets	Unit: 1 to 5 12 Weeks	https://nptel.ac.in/courses/110/107/110107154/

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

Blended Learning Links

S. No	Topic	Links
1.	Investment - Sources of investment information	https://www.youtube.com/watch?v=oPe5Y3Mrsaw
2.	errors in investing	https://www.youtube.com/watch?v=eM09TfTPAeI&list=RDLVeM09TfTPAeI&index=1
3.	New Issues Market - Stock market	https://www.youtube.com/watch?v=YbWHftzU4FY
4.	Measures of risk	https://www.youtube.com/watch?v=T5fVxQGYDe0
5.	Dow's theory	https://www.youtube.com/watch?v=iZV84WzSjms
6.	Portfolio Analysis	https://www.youtube.com/watch?v=Fv63XWOIERM
7.	SEBI guidelines for portfolio managers	https://www.youtube.com/watch?v=QzIJdC4qRKs
8.	Markowitz theory	https://www.youtube.com/watch?v=x76Hva35hI8
9.	Capital Asset Pricing Model	https://www.youtube.com/watch?v=o_dndjBh26U
10.	Investment alternatives	https://www.youtube.com/watch?v=Bc4heH_OxC4
11.	SEBI and mutual fund regulations	https://www.youtube.com/watch?v=zbVzbVcPaIY

COURSE CODE	COURSE NAME	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 Mapping with

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 Hours)

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 Hours)

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 Hours)

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 Hours)

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 Hours)

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

Sl. No.	Author(s)	Title of the Book	Publisher	Year & Edition of Publication
1.	Valentina Alto	Practical Generative AI: Unleash your prompt engineering potential with OpenAI technologies for productivity and creativity	Packt Publishing	2025 2 nd Edition

2	Anugamini Priya Srivastava, Sucheta Agarwal	Utilizing AI Tools in Academic Research Writing	IGI Global	2024 1 st Edition,
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Reference Books:

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

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	COURSENAME	CATEGORY	L	T	P	CREDIT
BA23AC1	SELF-DEVELOPMENT AND EMOTIONAL COMPETENCE	Theory	-	-	-	5

Preamble

1. To enhancing essential managerial skills for effective leadership and decision-making.
2. To bridge the gap between theoretical knowledge and practical application in business management.
3. To develops communication, team building, problem-solving, and strategic thinking abilities.
4. To Prepare students to adapt to dynamic business environments and lead with confidence.

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 managerial skills essential for effective organizational functioning.	K1
CLO2	Associate theoretical knowledge with practical business situations to enhance problem-solving abilities.	K2
CLO3	Apply key concepts of leadership, communication, and decision-making in real-world scenarios.	K2
CLO4	Analyse workplace dynamics, team behaviour, and strategic challenges from a managerial perspective.	K3

Mapping with Programme Learning Outcomes

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

UNIT-I

Self: Core Competency, Understanding of Self, Components of Self— Self-identity, Self-concept, Self - confidence and Self-image. Skill Analysis and finding the right fit. Self-learning styles, attitude towards change and applications of skills- Extended Self-Efficacy and Agency in the Modern World- Self-awareness and Reflective Practices – Values, Beliefs and Personal Vision – Goal Setting and Personal Development Plans – Growth Mindset and Grit – Emotional Agility and Mental Flexibility – Role of Feedback in Self-Development – Digital Identity and Online Persona – Mindset Shifts for Lifelong Learning – Personal Branding and Professional Presence.

UNIT-II

Self Esteem: Meaning & Importance, Components of self-esteem, High and low self-esteem, measuring our self-esteem and its effectiveness, Personality mapping tests, Appreciative Intelligence. Self-Esteem and Life Transitions- Relationships and Self-Esteem- Self-Talk and Inner Dialogue- Self-Esteem in the Age of Social Media- Building and Sustaining Healthy Self-

Esteem – Role of Affirmations and Visualization – Impact of Body Image on Self-Esteem – Cultural Influences on Self-Esteem – Overcoming Negative Self-Perception – Role of Achievement and Recognition – Social Comparison and Self-Worth – Self-Esteem and Mental Well-being – Strategies for Developing Positive Self-Regard.

UNIT-III

Building Emotional Competence: Emotional Intelligence — Meaning, Components, Importance and Relevance, Positive and Negative Emotions., Healthy and Unhealthy expression of Emotions, The six-phase model of Creative Thinking: ICEDIP model- Application of Emotional Intelligence in the Workplace – Digital Emotional Intelligence – Managing Emotions in the Virtual Environment

UNIT-IV

Thinking skills: The Mind/Brain/Behavior, thinking skills, Critical Thinking and Learning, Making Predictions and Reasoning, Memory and Critical Thinking, Emotions and Critical Thinking-Emotional Intelligence and Rational Thinking - Role of Emotion in Judgment and Decision-Making- Stress, Anxiety, and Their Cognitive Implications- Developing Resilience and Emotional Regulation for Clear Thinking

UNIT –V

Creativity: Definition and meaning of creativity, The nature of creative thinking, Convergent and Divergent thinking, Idea generation and evaluation (Brainstorming), Image generation and evaluation. Cross-Disciplinary Creativity- Flow State and Mindfulness in Creative Performance- Creativity in Constraint-Based Environments- Cultural and Global Perspectives on Creativity

Textbooks:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication & Edition
1.	Dr. Steven Aldana	The Power of Knowing Yourself: Navigating Life with Self-Awareness and Confidence	Well Steps Press	2023& 1 st Edition
2.	Travis Bradberry	Emotional Intelligence Habits: Build Self-Awareness, Improve Relationships, and Achieve Your Goals	Talent Smart	2023& 1 st Edition

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication & Edition
1.	Katie Sturino	Confidence: Your Best Self in the Age of Self-Doubt	Dey Street Books	2024& 1 st Edition
2.	Rick Rubin	The Creative Act: A Way of Being	Penguin Press	2023& 1 st Edition

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	CREDIT
BA23AC2	WORKFORCE INNOVATION IN DIGITAL BUSINESS PROCESS SERVICES	Theory	-	-	-	5

Preamble

1. To enrich the students to understand Evolution from traditional BPO to Digital BPS
2. To help the students develop the skills and knowledge From workforce efficiency to workforce experience
3. To inculcate the students about Balancing automation and human intelligence

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Demonstrate an understanding of workforce structures, employee experience, and changing work models in digital BPS.	K1
CLO2	Analyze how digital technologies like RPA, AI, workforce analytics, and collaboration tools are reshaping workforce capabilities in BPS	K2
CLO3	Create a structured plan for digital skill readiness, reskilling, and competency development for future-ready teams	K3
CLO4	Assess the cultural, emotional, and behavioral aspects that influence workforce transformation and innovation.	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	M	M	S	S
CLO4	S	M	S	S	S

S-Strong; M-Medium; L- Low

UNIT-I

Foundations of Workforce Transformation in Digital BPS-Traditional vs. digital workforce models-Work design in the digital age-Future of work: Hybrid, remote, gig-based models-Employee experience (EX) as a competitive advantage-HR operating models in digital BPS-Talent lifecycle: Acquisition, development, engagement, retention

UNIT-I I

Enabling Technologies for Workforce Innovation-Role of HR Tech in BPS -Automation and augmentation-Virtual collaboration platforms and digital workplaces-Performance Management Systems in real-time environments-Workforce Analytics and Predictive HR- Learning Experience Platforms (LXP) and digital academies

UNIT-III

Skill Development and Digital Readiness-Digital fluency and innovation mindset-Frameworks for reskilling and upskilling-Microlearning, nanodegrees, and MOOCs-Competency mapping and skill taxonomy-Agile learning culture and growth mindset

UNIT-IV

Cultural and Behavioral Transformation-Building a culture of innovation and intrapreneurship- Change management strategies and resistance handling-Diversity, Equity & Inclusion (DEI) in digital teams-Emotional Intelligence and collaboration in hybrid teams-Employee well-being, motivation, and digital reward systems

UNIT-V

Leadership and Strategic Workforce Planning-Leadership roles in digital BPS transformation- Digital leadership competencies (vision, agility, empathy)-Strategic workforce planning using data and AI-Scenario planning and workforce simulation-Aligning people strategy with business strategy-Succession planning and talent pipeline development

Text Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Marek Kowalkiewicz	The Economy of Algorithms: Rise of the Digital Minions	La Trobe University Press	2024
2	Arthur M. Langer	Information Technology and Organizational Learning: Managing Behavioral Change in the Digital Age	CRC Press	2024

Reference Books:

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Arun Gupta, Gerard George, and Thomas J. Fewer	Venture Meets Mission: Aligning People, Purpose, and Profit to Innovate and Transform Society	Stanford University Press	2024
2	Christopher	The Champion Leader: Harnessing the Power of Emotional Intelligence to Build High-Performing Teams	Wiley	2024



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

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

SYLLABUS

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

2023-2026 Batch

Semester-VI



BACHELOR OF BUSINESS ADMINISTRATION (BUSINESS PROCESS MANAGEMENT)

CHOICE BASED CREDIT SYSTEM (CBCS) &

LEARNING OUTCOMES- BASED CURRICULUM FRAMEWORK (LOCF)

SYLLABUS & SCHEME OF EXAMINATION

2023-2026 BATCH

SEMESTER VI

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	
VI	III	BA23C14	Global Outsourcing and Vendor Risk Management	CC	5	73	2	3	25	75	100	4
VI	III	BB23C15	International Business	CC	6	88	2	3	25	75	100	4
VI	III	BA23E03/ RM23E02/ BB23E05	Business Process Re-engineering/ Consumer Behaviour/ Strategic Management	DSE	5	73	2	3	25	75	100	4
VI	III	BB23E07 / RM23E03/ IB23E04	Services Marketing/ Integrated Marketing Communication/ Containerization and Multimodal Transport	DSE	5	73	2	3	25	75	100	4
V/VI	III	BB23SBP2	Computational Finance using Spreadsheet	SEC	3	41	4	-	100	-	100	3
VI	III	BA23PROJ	Project and Viva - Voce	DSE	6	-	-	-	25	75	100	5
VI	III	BA23AC3/ IB23AC3	Knowledge Process Outsourcing and Decision Analytics/ E-Business Management	ACC	SS	-	-	3	25	75	100	5\$
I-V	IV	16BONL1 16BONL2	Online Course Online Course	ACC	-	-	-	-	-	-	-	-
I - VI	Total										4200	140

CC: Core Courses

ACC: Additional Credit Course

DSE: Discipline Specific Elective

AECC: Ability Enhancement Compulsory Courses

Examination CA: Continuous Assessment

SS: Self-study

\$ Credits applicable to candidates who take up the Advanced Level Course examination

SEC: Skill Enhancement Course

GC: General Courses

ESE: End Semester

Gr.: Grade

Examination System

One test for the continuous assessment will be conducted on pre-determined dates, i.e., commencing on the 50th day from the date of reopening. The Model Exam will be conducted after completing 85th working days. Marks for ESE and CA with reference to the maximum for the course will be as follows.

Question Paper Pattern

Internal Mark

CIA Test - 5 Marks (Conducted for 45 marks after 50 days)

Model Exam - 7 Marks (Conducted for 75 marks - Q.P. Pattern (2,5,8 Marks) (Each Unit 15 Marks)

Sem/Ass/Quiz - 5 Marks Class Participation - 5 Marks

Attendance - 3 Marks (91-100% attendance: 3 Marks; 81-90% attendance: 2 Marks; 75-80% attendance: 1 Mark)

Total: 25 Marks

CA Pattern – Core & Allied – Theory - (First 3 Units)

Section A – $3 \times 2 = 6$ Marks

Section B – $3 \times 5 = 15$ Marks (either or – same CLO Level)

Section C – $3 \times 8 = 24$ Marks (either or – same CLO Level)

Total: 45 Marks

Model & ESE Pattern – Core & Allied – Theory

Section A – $5 \times 2 = 10$ Marks

Section B – $5 \times 5 = 25$ Marks (either or – same CLO Level)

Section C – $5 \times 8 = 40$ Marks (either or – same CLO Level)

Total: 75 Marks

ESE Question Paper Pattern: (for Accounts Paper) - $5 \times 15 = 75$ Marks

Question from each unit comprising of

One question with a weightage of 2 Marks : $5 \times 2 = 10$ Marks

One question with a weightage of 5 Marks : $5 \times 5 = 25$ Marks

One question with a weightage of 8 Marks

(Internal Choice at the same CLO level) : $5 \times 8 = 40$ Marks

Total: 75 Marks

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
Total	100 Marks

ADVANCED LEARNERS COURSE (ALC)**CA Pattern**

Section A: 4 questions out of 6 - open choice $4 \times 4 = 16$ marks

Section B: 1 question out of 2 - open choice $1 \times 9 = 9$ marks

Total: 25 marks

Model & ESE Pattern

Section A: 5 questions out of 8 - open choice $5 \times 5 = 25$ marks

Section B: 5 questions out of 8-open choice $5 \times 10 = 50$ marks

Total: 75 marks

PROJECT VIVA VOCE**Individual Project and Viva Voce**

At the end of Semester V, students will be assigned to a staff coordinator who will serve as their guide and internal examiner for the project work. Each student should select a topic and have it approved by the guide. The fieldwork must be completed at the beginning of Semester VI. The student should submit the project report on or before the specified submission date. The student submitting the report after the last date of submission will be rejected, and the same will be treated as “Not completed”.

Area of Work

Human Resource Management, Marketing, Finance, OB, Entrepreneurship, and General Management topics will be taken for research work.

Methodology

Each project should contain the following details:

- Brief introduction to the study
- Objective of the study
- Review of Literature
- Research Methodology
- Analysis and Interpretation
- Conclusion
- Bibliography

The components of Marks for project work will be as follows:

INTERNAL EVALUATION: 25 Marks

S.No	Components	Mode of Evaluation	Max. Marks
1	I Review	Selection of the Field of Study, Topic & Research Design	5 Marks
2	II Review	Literature & Data Collection	10 Marks
3	III Review	Analysis & Conclusion Preparation of Rough Draft	10 Marks
		Total	25 Marks

EXTERNAL ASSESSMENT: 75 Marks

S.No	Mode of Evaluation	Max. Marks
1	Project Report	25 Marks
2	Viva Voce	50 Marks
	Total	75 Marks

COURSE CODE	COURSE TITLE	Category	L	T	P	Credit
BA23C14	GLOBAL OUTSOURCING AND VENDOR RISK MANAGEMENT	Theory	73	2	-	4

Preamble

1. To enable outsourcing also introduces significant challenges related to vendor dependency, operational risks, compliance, and data security.
2. To enhance comprehensive understanding of outsourcing strategies, vendor selection processes, risk assessment frameworks, governance mechanisms, and future trends shaping the industry
3. To understand outsourcing decisions, manage vendor relationships, and mitigate associated risks in a dynamic global business environment

Prerequisite

Understanding of business functions (finance, HR, operations, marketing).

Course Learning Outcomes:

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Analyse outsourcing strategies and vendor selection processes, including lifecycle stages, RFP/RFQ development, and due diligence.	K1
CLO2	Evaluate the different categories of vendor risks and apply frameworks for risk assessment, monitoring, and mitigation.	K2
CLO3	Assess emerging trends in global outsourcing, including sustainability, ESG concerns, cybersecurity, and automation.	K3
CLO4	Examine comprehensive outsourcing and vendor risk management strategy through real-world case studies.	K4

Mapping with Programme Learning Outcomes

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

S- Strong; M-Medium; L-Low

GLOBAL OUTSOURCING AND VENDOR RISK MANAGEMENT - BA23C14 -73 HRS

Unit I

(15 Hrs)

Outsourcing and Global Trends-Concept and Evolution of Outsourcing-Types of Outsourcing: BPO, ITO, LPO - Drivers of Global Outsourcing – Cloud-based Outsourcing Models - Global Outsourcing Market Trends and Statistics-Strategic Importance of Outsourcing in Business Competitiveness - Quantum Computing & Its Future Impact on Outsourcing Security

Unit II

(14 Hrs)

Strategies and Vendor Selection-Outsourcing Lifecycle: Planning – Transition – Management – Renewal/Exit- Strategic vs. Tactical Outsourcing Decisions - Reshoring & Friendshoring Strategies- Vendor Identification and Evaluation Criteria- ESG Compliance in Vendor Selection - RFP (Request for Proposal) and RFQ (Request for Quotation) Processes- AI Powered Due Diligence in Vendor Selection

Unit III

(15Hrs)

Vendor Risk Management Framework-Types of Risks in Outsourcing: Operational, Financial, Reputational, Legal, Cybersecurity- Third-Party Risk Management (TPRM) Platforms - Risk Assessment Tools and Methodologies- Regulatory and Compliance Considerations in Vendor Contracts-Business Continuity and Disaster Recovery in Outsourced Operations-Vendor Performance Monitoring - Risk Mitigation Strategies in Multi-Vendor Environments

Unit IV

(14 Hrs)

Governance and Relationship Management-Governance Models for Outsourced Projects- AI-powered Vendor Performance Analytics- Communication and Collaboration Mechanisms-Vendor Relationship Management (VRM) Best Practices-Role of Technology in Vendor Management (Cloud, AI, Blockchain, Analytics)-Cultural and Ethical Considerations in Global Outsourcing-Conflict Resolution and Contract Renegotiation

Unit V

(15Hrs)

Future of Global Outsourcing and Vendor Risk Management-Emerging Trends: Nearshoring, Offshoring, Robotic Process Automation (RPA), AI in Outsourcing-Sustainable Outsourcing – ESG (Environmental, Social, Governance) Concerns-Data Privacy and Cybersecurity in Global Outsourcing-Vendor Innovation and Co-Creation of Value-Future Challenges and Opportunities in Global Outsourcing

Text book

S.No	Authors	Title	Publishers	Year and Edition
1.	Fausto Pedro García Márquez, Benjamin Lev, Huchang Liao	Outsourcing Using Operations Research and Management Science Methods	Springer Publishers	2025 and 1st edn
2.	Marcia Robinson	Global Outsourcing: Executing an Onshore, Nearshore or Offshore Strategy	Mivar Press, Inc	2025 and 1st edn

Books for Reference

S.No	Authors	Title	Publishers	Year and Edition
1.	M Cobuild	Global Outsourcing: Executive Guide to offshoring and Outsourcing	Macmillan Publisher	2025 and 1 st edn
2.	John A. Zachman	Global Software and IT: A Guide to Distributed Development, Projects, and Outsourcing	Wiley Publisher	2024 and 1 st edn

Reference Links:

Module No.	Topic	Reference Links
1	Quantum Computing & Its Future Impact on Outsourcing Security	https://nptel.ac.in/courses/106106232
2	Vendor Identification and Evaluation Criteria	https://onlinecourses.nptel.ac.in/noc24_mg57/preview
3	Risk Assessment Tools and Methodologies	https://onlinecourses.nptel.ac.in/noc25_mg142/preview
4	AI-powered Vendor Performance Analytics	https://onlinecourses.nptel.ac.in/noc23_mg63/preview
5	Future Challenges and Opportunities in Global Outsourcing	https://onlinecourses.nptel.ac.in/noc24_mg57/preview

Pedagogy

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

Course Content and Presentation Schedule

Module No.	Topic	CLO Level	No. of Hours	Content Delivery Method	Learning Methods
UNIT-I (15 Hours)					
1	Outsourcing and Global Trends	CLO1 CLO2	2	Blended Mode	Experiential Learning
2	Concept and Evolution of Outsourcing-Types of Outsourcing: BPO, ITO, LPO	CLO1 CLO2	2	Blended Mode	Experiential Learning
3	Drivers of Global Outsourcing – Cloud-based Outsourcing	CLO1 CLO2	2	Lecture PPT	Experiential Learning
4	Models - Global Outsourcing Market Trends and Statistics	CLO1 CLO2	3	Lecture PPT	Participatory Learning
5	Strategic Importance of Outsourcing in Business Competitiveness	CLO1 CLO2	2	Spotters/ Chalk and talk	Participatory Learning
6	Quantum Computing	CLO1 CLO2	2	Lecture PPT	Participatory Learning
7	Its Future Impact on Outsourcing Security	CLO1 CLO2	2	Blended Mode	Experiential Learning
UNIT-II (14 Hours)					
8	Strategies and Vendor Selection	CLO2 CLO3	1	Blended Mode	Experiential Learning
9	Outsourcing Lifecycle: Planning – Transition – Management – Renewal/Exit	CLO2 CLO3	3	Lecture / Seminar	Participatory Learning
10	Strategic vs. Tactical Outsourcing Decisions	CLO2 CLO3	2	Blended Mode	Experiential Learning
11	Reshoring & Friendshoring Strategies	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
12	Vendor Identification and Evaluation Criteria	CLO2 CLO3	2	Lecture – Chalk and Talk	Participatory Learning
13	ESG Compliance in Vendor Selection	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
14	RFP (Request for Proposal) and RFQ (Request for Quotation)	CLO2 CLO3	2	Lecture / Seminar	Participatory Learning

15	AI Powered Due Diligence in Vendor Selection	CLO2 CLO3	2	Lecture – Chalk and Talk	Problem-based Learning
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UNIT-III (15 Hours)

16	Vendor Risk Management Framework	CLO2 CLO3	2	Lecture – Chalk and Talk	Participatory Learning
17	Types of Risks in Outsourcing:	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
18	Operational, Financial, Reputational, Legal, Cybersecurity	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
19	Third-Party Risk Management (TPRM) Platforms	CLO2 CLO3	1	Lecture –PPT	Participatory Learning
20	Risk Assessment Tools and Methodologies	CLO2 CLO3	1	Lecture –PPT	Participatory Learning
21	Regulatory and Compliance Considerations in Vendor Contracts	CLO2 CLO3	2	Lecture – Chalk and Talk	Problem-based Learning
22	Business Continuity and Disaster Recovery in Outsourced Operations-	CLO2 CLO3	2	Lecture – Chalk and Talk / Group reading	Participatory Learning
23	Vendor Performance Monitoring	CLO2 CLO3	2	Lecture –PPT	Participatory Learning
24	Risk Mitigation Strategies in Multi-Vendor Environments	CLO2 CLO3	3	Lecture –PPT	Participatory Learning

UNIT-IV (14 Hours)

25	Governance and Relationship Management	CLO2 CLO3	2	Blended Mode	Experiential Learning
26	Governance Models for Outsourced Projects	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
27	AI-powered Vendor Performance Analytics	CLO2 CLO3	2	Lecture – Chalk and Talk	Participatory Learning
28	Communication and Collaboration Mechanisms	CLO2 CLO3	1	Lecture – Chalk and Talk / Group reading	Participatory Learning
29	Vendor Relationship Management (VRM) Best Practices	CLO2 CLO3	2	Lecture – Chalk and Talk / Group reading	Participatory Learning
30	Role of Technology in Vendor Management (Cloud, AI, Blockchain, Analytics)	CLO2 CLO3	1	Lecture – Chalk and Talk / Group reading	Participatory Learning
31	Cultural and Ethical Considerations in Global Outsourcing	CLO2 CLO3	2	Lecture PPT	Participatory Learning

32	Conflict Resolution and Contract Renegotiation	CLO2 CLO3	3	Blended Mode	Experiential Learning
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UNIT-V(15 Hours)					
33	Future of Global Outsourcing and Vendor Risk Management	CLO3 CLO4	3	Blended Mode	Experiential Learning
34	Nearshoring, Offshoring, Robotic Process Automation (RPA)	CLO3 CLO4	1	Lecture – Chalk and Talk	Participatory Learning
35	Emerging Trends:, AI in Outsourcing	CLO3 CLO4	2	Lecture – Chalk and Talk	Participatory Learning
36	Sustainable Outsourcing – ESG (Environmental, Social, Governance) Concerns	CLO3 CLO4	3	Lecture – Chalk and Talk	Participatory Learning
37	Data Privacy and Cybersecurity in Global Outsourcing	CLO3 CLO4	2	Lecture – Chalk and Talk	Participatory Learning
38	Vendor Innovation and Co-Creation of Value	CLO3 CLO4	2	Lecture – Chalk and Talk	Participatory Learning
39	Future Challenges and Opportunities in Global Outsourcing	CLO3 CLO4	2	Lecture – Chalk and Talk	Participatory Learning

Course Designers

1. Dr.M.Theivanayaki

SNO	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	71%
2	Experiential Learning	21%
3	Problem Based Learning	8%

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB23C15	INTERNATIONAL BUSINESS	THEORY	88	2	-	4

Preamble

- To understand the concept of international business.
- To identify the various components affecting the environment of international business.
- To outline the phenomena of MNCs and globalization.
- To provide insights into the operational activities of the Export procedure and documentation.
- To analyse the role of external agencies in international business.
- To act ethically and with emotional sensitivity in international business environments.

Prerequisite

- Basic knowledge of management principles and economic environment.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the terms and concepts of IB (International Business) and international agencies.	K1
CLO2	Interpret the role of IB, IBE (International business environment), MNCs, Globalization, Export, Import, and external agencies.	K2
CLO3	Identify the impact of IB, IBE, MNCs, Globalization, and international agencies	K3
CLO4	Examine how the IB facilitates access to global opportunities, entrepreneurial growth, and career development.	K4

Mapping with Programme Learning Outcomes

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

S-Strong; M-Medium; L-Low

INTERNATIONAL BUSINESS - BB23C15 - 88 HRS

UNIT - I (19 Hrs)

International Business – Meaning, Scope – Reasons for growth in International Business- Need for International Business - Impact of AI in International Business.- Constraints of International Business - Ethics in International Business - Role of Indigenous Knowledge in Internationalization - Domestic Vs International Business – Modes of entry into International Business (Trade, Foreign Direct Investment, Licensing, Franchising, Joint Ventures, Turnkey, Wholly Owned Subsidiary, Joint ventures, Counter Trade and Digital Platforms and E-commerce) – Global Trends - Global Sourcing – Career Opportunities in International Business

UNIT - II (17 Hrs)

International Business Environment – Concept – Significance - Types (Cultural environment, Economic Environment, Political Environment, Regulatory Environment, Technology and Demographic Environment) - INCO Terms.

UNIT - III (18 Hrs)

Globalization - Meaning, Definition and Features - Advantages and Disadvantages – Factors Favoring Globalization - Obstacles Facing Globalization - Globalization Strategies - Impact of AI on Global Expansion - Globalization of Indian Business. Multinational Corporation-Meaning-Definition-Characteristics – Evolution of MNCs - Significance of MNCs - Advantages and Disadvantages of MNC- MNCs in India - Role of MNC in International Trade.

UNIT - IV (17 Hrs)

Export & Import – Meaning – Definition – Scope – Importance. Export Procedure – Overview. Preliminary steps – Pre shipment procedure–Shipment procedure – Post shipment procedure – Export Documentation - Principal Export documents - Auxiliary documents – Regulatory documents - Document Automation Tools.

UNIT - V (17 Hrs)

Role of International Agencies: IMF, World Bank, WTO, & IATA. Institutional assistance for export promotion: Export Promotion Council - Commodity Boards – Boards of Trade: FIEO, IIFT, Export Inspection Council, STC, Export Houses- Special Economic Zones. New Multilateral Forums - G20's role in trade and sustainable development & Regional trade blocs like RCEP (Regional Comprehensive Economic Partnership).

Case Studies - 5hrs (Internal Evaluation Only)

Text Books

S.No.	Authors	Title	Publishers	Year & Edition
1	Charles W.L Hill	International Business	McGraw Hill	2025 & 15 th edn
2	Dr. K.Vidyakala	International Business	Aram Publications	2022 & 2 nd edn
3	K. Aswathappa	International Business	Tata McGraw-Hill	2020 & 7th edn

Books for Reference

S.No.	Authors	Title	Publishers	Year & Edition
1	Sumati Varma	Fundamentals of International Business	Pearson	2024 & 5 th edn
2	Francis Cherunilam	International Trade and Export Management	Himalaya	2019 & 1 st edn

Reference Links

S. No	Topic (s)	Hours & Modules	Web Links
1	Introduction to International Business, International Business Environment, International Economic Institutions and Agreements, Multinationals (MNCs) in International Business, Contemporary Developments and Issues in International Business	Units I, II, III, IV, and V	https://onlinecourses.nptel.ac.in/noc21_mg98/preview
2	Introduction to International Business, International Business Environment, Multinationals (MNCs) in International Business	Unit - I, II & III 8 Weeks	https://nptel.ac.in/courses/110/107/110107145/
3	Globalization, Culture & Free Trade	Unit - I, II	https://www.classcentral.com/course/international-business-7249

Pedagogy

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

Reference Links

S. No	Units	Topic	Reference Links
1	I	Mode of entry into international Business	https://www.youtube.com/watch?v=0fRIN7KEg_M&list=PLLy_2iUCG87AV6gOQl5-GtZJlfLoCBGHb&index=3
2	II	International Business Environment	https://www.youtube.com/watch?v=kOfJT-WXeH4&list=PLLy_2iUCG87AV6gOQl5-GtZJlfLoCBGHb&index=16
3		Economic Environment	https://www.youtube.com/watch?v=dUoRQia5e6k&list=PLLy_2iUCG87AV6gOQl5-GtZJlfLoCBGHb&index=21
4	III	Globalization - Meaning, Definition and Features	https://www.youtube.com/watch?v=e6ksNxxHAbw&list=PLHPrTtF9UV1IxnJZrrDMfIwWRw4BTfVuj&index=1
5		Globalization Strategies	https://www.youtube.com/watch?v=I2vRA_KaNm0&list=PLHPrTtF9UV1IxnJZrrDMfIwWRw4BTfVuj&index=7
6	IV	Export & Import – Meaning – Definition – Scope – Importance	https://www.youtube.com/watch?v=HZ-qKFVfRCA
7	V	World Bank	https://www.youtube.com/watch?v=I8QHxzQ2lwg&list=PLLy_2iUCG87AV6gOQl5-GtZJlfLoCBGHb&index=44
8		WTO	https://www.youtube.com/watch?v=AOnG_0C2g6M&list=PLLy_2iUCG87AV6gOQl5-GtZJlfLoCBGHb&index=45

Contents and Presentation Schedule

Module No.	Topic	CLO Level	No. of Hours	Content Delivery Methods	Learning Methods
UNIT - I (19 Hours)					
1	International Business – Introduction, Meaning	CLO 1 CLO 2	1	Lecture, Chalk & Talk, PPT	Participatory Learning
2	Scope	CLO 1 CLO 2	1	Lecture, Chalk & Talk, PPT	Problem- Based Learning
3	Reasons for Growth in International Business	CLO 1 CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning
4	Need for International Business	CLO 1 CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
5	Impact of AI in International business.	CLO1 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Experiential Learning
6	Constraints of International Business	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning
7	Ethics in International Business	CLO 1 CLO 2 CLO3 CLO 4	1	Lecture, Chalk & Talk, PPT	Participatory Learning
8	Role of Indigenous Knowledge in Internationalization	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
9	Domestic Vs International Business	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning
10	Modes of entry into International Business – Trade	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Participatory Learning
11	Foreign Direct Investment	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Participatory Learning
12	Licensing	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Problem Based Learning
13	Franchising	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Participatory Learning

14	Joint Ventures	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Experiential Learning
15	Turnkey	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Participatory Learning
16	Wholly Owned Subsidiary	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Experiential Learning
17	Counter Trade	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Participatory Learning
18	Global Sourcing	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Participatory Learning
19	Career Opportunities in International Business	CLO 2 CLO 3 CLO 4	1	Lecture, Chalk & Talk, PPT	Experiential Learning
UNIT - II (17 Hours)					
20	International Business Environment - Concept	CLO 1	1	Lecture, Chalk & Talk, PPT	Problem Based Learning

21	Significance	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning
22	Types (Cultural environment,	CLO 2 CLO 3	3	Lecture, Chalk & Talk, PPT	Problem Based Learning
23	Economic Environment	CLO 2 CLO 3	3	Lecture, Chalk & Talk, PPT	Problem Based Learning
24	Political Environment,	CLO 2 CLO 3	2	Lecture, Chalk & Talk, PPT	Experiential Learning
25	Regulatory Environment,	CLO 2 CLO 3	2	Lecture, Chalk & Talk, PPT	Problem Based Learning
26	Technology Environment	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Problem Based Learning
27	Demographic Environment	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning

28	INCO Terms.	CLO 1 CLO4	3	Lecture, Chalk & Talk, PPT	Experiential Learning
UNIT - III (18 Hours)					
29	Globalization - Meaning, Definition	CLO 1 CLO2	1	Lecture, Chalk & Talk, PPT	Participatory Learning
30	Features	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning
31	Advantages and Disadvantages	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
32	Factors favoring Globalization	CLO 2 CLO 3	2	Lecture, Chalk & Talk, PPT	Experiential Learning
33	Obstacles facing globalization	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
34	Globalization Strategies	CLO 2 CLO 3	2	Lecture, Chalk & Talk, PPT	Problem Based Learning
35	Impact of AI on Global expansion	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning

36	Globalization of Indian Business.	CLO 1 CLO 2	1	Lecture, Chalk & Talk, PPT	Problem Based Learning
37	Multinational Corporation- Meaning- Definition	CLO 1 CLO 2	1	Lecture, Chalk & Talk, PPT	Participatory Learning
38	Characteristics	CLO 1 CLO 2	1	Lecture, Chalk & Talk, PPT	Participatory Learning
39	Evolution of MNCs	CLO 1 CLO 2,	2	Lecture, Chalk & Talk, PPT	Problem Based Learning
40	Significance of MNCs	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning
41	Advantages and Disadvantages of MNC	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning
42	MNCs in India	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
15	Role of MNC in International Trade.	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
UNIT - IV (17 Hours)					

1	Export & Import – Meaning – Definition	CLO 1 CLO 2	1	Lecture, Chalk & Talk, PPT	Problem Based Learning
2	Scope	CLO 1 CLO 2	1	Lecture, Chalk & Talk, PPT	Problem Based Learning
3	Importance	CLO 1 CLO 2	1	Lecture, Chalk & Talk, PPT	Problem Based Learning
4	Export Procedure - Overview.	CLO 2	2	Lecture, Chalk & Talk, PPT	Experiential Learning
5	Preliminary steps	CLO 2	1	Lecture, Chalk & Talk, PPT	Participatory Learning
6	Pre shipment procedure	CLO 2	2	Lecture, Chalk & Talk, PPT	Problem Based Learning
7	Shipment procedure	CLO 2	2	Lecture, Chalk & Talk, PPT	Experiential Learning

8	Post shipment procedure	CLO 2	2	Lecture, Chalk & Talk, PPT	Participatory Learning
9	Export Documentation	CLO 2	1	Lecture, Chalk & Talk, PPT	Problem Based Learning
10	Principal Export documents	CLO 2	1	Lecture, Chalk & Talk, PPT	Participatory Learning
11	Auxiliary documents	CLO 2	1	Lecture, Chalk & Talk, PPT	Experiential Learning
12	Regulatory documents.	CLO 2	1	Lecture, Chalk & Talk, PPT	Problem Based Learning
13	Document Automation Tools.	CLO 2	1	Lecture, Chalk & Talk, PPT	Problem Based Learning

UNIT -V (17 Hours)

1	Role of International Agencies: IMF	CLO 1 CLO 2 CLO 3	2	Lecture, Chalk & Talk, PPT	Problem Based Learning
2	World Bank	CLO 1 CLO 2 CLO 3	2	Lecture, Chalk & Talk, PPT	Experiential Learning
3	WTO	CLO 1 CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Problem Based Learning

4	IATA	CLO 1 CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning
5	Institutional assistance for export promotion: Export promotion council	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
6	Commodity Boards	CLO 2 CLO 3	2	Lecture, Chalk & Talk, PPT	Participatory Learning
7	Boards of Trade: FIEO,	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
8	IIFT,	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Problem Based Learning
9	Export Inspection Council,	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning

10	STC,	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Participatory Learning
11	Export houses-	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Problem-Based Learning
12	Special Economic Zones.	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
13	New Multilateral Forums - G20's role in trade and sustainable development	CLO 2 CLO 3	1	Lecture, Chalk & Talk, PPT	Experiential Learning
14	Regional trade blocs like RCEP (Regional Comprehensive Economic Partnership).	CLO 2, CLO 3,	1	Lecture, Chalk & Talk, PPT	Problem-Based Learning

Course Designers

1. Dr. K. Vidyakala
2. Ms. M. Josephin Remitha

S.NO	LEARNING METHODS	PERCENTAGE
1.	Participatory Learning	35%
2.	Experiential Learning	31%
3.	Problem-Based Learning	34%

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDITS
BA23E03	BUSINESS PROCESS RE- ENGINEERING	THEORY	73	2	-	4

Preamble

1. To impart knowledge about era of dynamic market demands, rapid technological advancements, and increasing competition,
2. To achieve strategic initiative aimed at fundamentally rethinking and redesigning business processes to achieve significant improvements
3. To provide opportunities to businesses to create value, enhance competitiveness, and achieve transformative growth

Prerequisite

Strong leadership support, willingness to drive change.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the principles of Business Process Reengineering, its evolution, and strategic importance, and apply them to real-world business challenges.	K1
CLO2	Analyze business processes, differentiate between core and support processes, and apply tools like BPMN, value stream mapping, and AR/VR for process visualization and improvement.	K2
CLO3	Associate the stages of BPR implementation, with a focus on managing resistance to change, stakeholder communication, and using IT systems to enable successful reengineering.	K3
CLO4	Evaluate the effectiveness of reengineered processes through performance metrics, understand post-implementation evaluation, and create a sustainable culture of continuous improvement in organizations.	K4

Mapping with Programme Learning Outcomes

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

S-Strong M-Medium L-Low

BUSINESS PROCESS RE- ENGINEERING - BA23E03 - 73 HRS

UNIT-I

(15 Hrs)

BPR-Evolution and History of BPR-Key drivers for BPR initiatives-Strategic importance of BPR-Process Orientation-Innovation vs. Improvement-Organizational and technological enablers-The role of leadership in BPR-Robotic Process Automation (RPA) in BPR*- Process Intelligence Platforms (PIP) - Holistic and Integrated Approach in Process Reengineering

UNIT-II

(14 Hrs)

Understanding Business Processes-Identifying core vs. support processes-Tools for Process Mapping-Flowcharts-Business Process Model and Notation (BPMN)-Process Redesign Tools and Techniques-Time and motion studies-Process Modeling Software-Introduction to popular tools (e.g., Microsoft Visio, Lucid chart)-Measuring Process Performance-Key Performance Indicators (KPIs) for processes-*IKS frameworks of balance and ethics in defining KPIs Bench marking* - *Augmented Reality (AR) and Virtual Reality (VR) for Process Visualization and Training* - Process Mining, Blockchain in BPR

UNIT-III

(15Hrs)

BPR Implementation Stages-Planning, analysis, design, testing, and implementation-Change Management in BPR-Managing resistance to change-Communication and stakeholder management- Use of AI tools to Automate communication strategies -*The Role of Information Technology (IT) in BPR*-IT as a key enabler for reengineering-*Role of ERP and automation in BPR*-Risk Management in BPR Projects-Identifying and mitigating risks- Contingency planning-Project Management for BPR-Key methodologies- Agile BPR Methodologies

UNIT-IV

(15Hrs)

BPR in the Manufacturing Sector- Production cycle times reduction -costs. Service Sector- BPR in enhancing customer service and support systems. Healthcare-Streamlining healthcare processes. Finance-BPR in banking and financial services-.Public Sector-Reengineering government processes for efficiency-Value-Driven Leadership in BPR-Operational Analytics for Continuous Improvement-Big Data Analytics in BPR*. Industry 5.0 perspective – human-robot collaboration in reengineering

UNIT-V

(14Hrs)

Post-Implementation-Evaluation-Measuring success of reengineered processes-Quantitative vs. qualitative success indicators-Continuous Improvement after BPR-Monitoring and maintaining new processes-Common Pitfalls and Failures in BPR-Why BPR fails and how to avoid it- - Sustaining Organizational Change-Creating a culture of continuous improvement- Role of leadership post-reengineering-BPR and the Future of Work- *Impact of digital transformation and AI on business processes - Automated Change Management through AI*

*High lighted Text offered in blended mode

Textbook:

S.No	Authors	Title	Publishers	Year and Edition
1.	Moss M. Jacques	Business Process Reengineering: Optimizing Business Performance With AI Implementation And Management (eBook)	Amazon Kindle,	2025 and Recent edn
2.	Manuel Laguna, Johan Marklund Predictive Analytics for Continuous BPR	Business Process Analytics: Modeling, Simulation, and Design	CRC Press/Balkema	2025 and 4th edn

Books for Reference

S. No	Authors	Title	Publishers	Year and Edition
1.	SIA Team of Experts	Business Process Reengineering, Logistics And Supply Chain Management, Business Intelligence	SIA Publishers & Distributors Pvt Ltd	Latest 2024 edn
2.	K. Shridhara Bhat	Business Process Reengineering	Himalaya Publishing House	2023 and 3 rd edn
3.	Jonah C. Pardillo	Business Process Improvement	Society Publishing	2025 and 1 st edn

Reference Links

Module No.	Topic	Reference Links
1	Process Intelligence Platforms (PIP)	https://www.youtube.com/watch?v=XBuQ6gsB3bQ
2	Process Mining, Blockchain in BPR	https://nptel.ac.in/courses/106105235
3	Agile BPR Methodologies	https://www.youtube.com/watch?v=x90kIAFGYKE
4	Industry 5.0 perspective – human–robot collaboration in reengineering	https://onlinecourses.nptel.ac.in/noc21_me76/preview
5	Predictive Analytics for Continuous BPR	https://onlinecourses.nptel.ac.in/noc23_ma46/preview

Pedagogy

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

Course Content and Presentation Schedule

Module No.	Topic	CLO Level	No. of Hours	Content Delivery Method	Learning Methods
UNIT-I (15 Hours)					
1	BPR-Evolution and History of BPR	CLO1 CLO2	2	Blended Mode	Participatory Learning
2	Key drivers for BPR initiatives	CLO1 CLO2	2	Blended Mode	Participatory Learning
3	Strategic importance of BPR	CLO1 CLO2	1	Lecture PPT	Participatory Learning
4	Process Orientation-Innovation vs. Improvement	CLO1 CLO2	2	Lecture PPT	Participatory Learning
5	Organizational and technological enablers	CLO1 CLO2	3	Spotters/ Chalk and talk	Participatory Learning
6	The role of leadership in BPR	CLO1 CLO2	1	Lecture PPT	Participatory Learning
7	Robotic Process Automation (RPA) in BPR	CLO1 CLO2	1	Blended Mode	Experiential Learning
8	Process Intelligence Platforms (PIP)	CLO1 CLO2	1	Lecture PPT	Participatory Learning
9	Holistic and Integrated Approach in Process Reengineering	CLO1 CLO2	2	Lecture PPT	Participatory Learning
UNIT-II (14 Hours)					
10	Understanding Business Processes	CLO2 CLO3	1	Blended Mode	Experiential Learning
11	Identifying core vs. support processes	CLO2 CLO3	3	Lecture / Seminar	Participatory Learning
12	Tools for Process Mapping-Flowcharts-Business Process Model and Notation (BPMN)	CLO2 CLO3	2	Blended Mode	Experiential Learning
13	Process Redesign Tools and Techniques	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
14	Time and motion studies-Process Modeling Software	CLO2 CLO3	2	Lecture – Chalk and Talk	Participatory Learning
15	Introduction to popular tools (e.g., Microsoft Visio, Lucid chart)	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
16	Measuring Process Performance-Key Performance Indicators (KPIs) for processes	CLO2 CLO3	1	Lecture /Seminar	Participatory Learning
17	IKS frameworks of balance and ethics in defining KPIs Bench marking	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning

18	Augmented Reality (AR) and Virtual Reality (VR) for Process Visualization and Training	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
19	Process Mining, Blockchain in BPR	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning

UNIT-III (15 Hours)

20	BPR Implementation Stages- Planning, analysis, design, testing, and implementation	CLO2 CLO3	2	Lecture – PPT	Participatory Learning
21	Change Management in BPR-Managing resistance to change	CLO2 CLO3	1	Lecture –PPT	Participatory Learning
22	Communication and stakeholder management	CLO2 CLO3	1	Lecture –PPT	Participatory Learning
23	Use of AI tools to Automate communication strategies	CLO2 CLO3	1	Lecture – PPT	Participatory Learning
24	The Role of Information Technology (IT) in BPR	CLO2 CLO3	1	Lecture –PPT	Participatory Learning
25	IT as a key enabler for reengineering	CLO2 CLO3	1	Lecture – PPT	Problem-based Learning
26	Role of ERP and automation in BPR	CLO2 CLO3	2	Lecture – PPT	Participatory Learning
27	Risk Management in BPR Projects	CLO2 CLO3	2	Lecture –PPT	Participatory Learning
28	Identifying and mitigating risks	CLO2 CLO3	1	Lecture –PPT	Participatory Learning
29	Contingency planning	CLO2 CLO3	1	Lecture – PPT	Participatory Learning
30	Project Management for BPR	CLO2 CLO3	1	Lecture –PPT	Participatory Learning
31	Key methodologies- Agile BPR Methodologies	CLO2 CLO3	1	Lecture – PPT	Participatory Learning

UNIT-IV (15 Hours)

32	BPR in the Manufacturing Sector	CLO2 CLO3	2	Blended Mode	Experiential Learning
33	Production cycle times reduction Costs	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
34	Service Sector- BPR in enhancing customer service and support systems	CLO2 CLO3	2	Lecture – Chalk and Talk	Participatory Learning
35	Healthcare-Streamlining healthcare processes	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
36	Finance-BPR in banking and financial services	CLO2 CLO3	2	Lecture – Chalk and Talk	Participatory Learning

37	Public Sector-Reengineering government processes for efficiency	CLO2 CLO3	1	Lecture – Chalk and Talk	Participatory Learning
38	Value-Driven Leadership in BPR	CLO2 CLO3	2	Lecture PPT	Participatory Learning
39	Operational Analytics for Continuous Improvement	CLO2 CLO3	1	Blended Mode	Participatory Learning
40	Big Data Analytics in BPR	CLO2 CLO3	1	Lecture PPT	Participatory Learning
41	Industry 5.0 perspective – human–robot collaboration in reengineering	CLO2 CLO3	2	Lecture PPT	Participatory Learning
UNIT-V(14 Hours)					
42	Post-Implementation-Evaluation	CLO3 CLO4	1	Blended Mode	Experiential Learning
43	Measuring success of reengineered processes	CLO3 CLO4	1	Lecture PPT	Participatory Learning
44	Quantitative vs. qualitative success indicators	CLO3 CLO4	2	Lecture PPT	Participatory Learning
45	Continuous Improvement after BPR	CLO3 CLO4	2	Lecture PPT	Participatory Learning
46	Monitoring and maintaining new processes	CLO3 CLO4	1	Lecture PPT	Participatory Learning
47	Common Pitfalls and Failures in BPR-Why BPR fails and how to avoid it	CLO3 CLO4	1	Lecture PPT	Participatory Learning
48	Predictive Analytics for Continuous BPR	CLO3 CLO4	1	Lecture – Chalk and Talk	Participatory Learning
49	Sustaining Organizational Change	CLO3 CLO4	1	Lecture PPT	Participatory Learning
50	Creating a culture of continuous improvement	CLO3 CLO4	1	Lecture PPT	Participatory Learning
51	Role of leadership post-reengineering-BPR and the Future of Work	CLO3 CLO4	1	Lecture PPT	Participatory Learning
52	Impact of digital transformation and AI on business processes	CLO3 CLO4	1	Lecture PPT	Participatory Learning
53	Automated Change Management through AI	CLO3 CLO4	1	Lecture PPT	Participatory Learning

Course Designer

1. Dr.M.Theivanayaki

SNO	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	82%
2	Experiential Learning	11%
3	Problem Based Learning	7%

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.

Prerequisite

To understand the knowledge of demand, supply, consumer utility, and market structures influencing buying patterns

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	Analyze the impact of psychological and sociological factors that influence consumer decisions.	K3
CLO4	Explore consumer learning, involvement & decision making	K4

Mapping with Programme Learning Outcome

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 (15 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 and Analytics	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	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=b0FRXzbvnyg
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=7pdmabbgR8OY
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 Content and Presentation Schedule

Module No.	Topic	CLO Level	No of Hours	Content Delivery Methods	Learning Methods
UNIT 1 (15 Hours)					
1	Introduction to Consumer Behaviour : Meaning and Definition of Consumer Behaviour	CLO1 CLO2 CLO3	2	Chalk & Talk, PPT	Participatory Learning
2	Scope and Application of Consumer Behaviour	CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Experiential Learning
3	Why Study Consumer Behaviour	CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
4	Evolution of Consumer Behaviour as a Field of Study and its Relationship with Marketing	CLO2 CLO3 CLO4	2	Chalk & Talk, PPT,	Participatory Learning
5	Behavioural Dimension	CLO1 CLO2 CLO3	1	PPT, OER Video	Participatory Learning
6	Role of Artificial Intelligence in Consumer Buying Behaviour	CLO3 CLO4	2	Chalk & Talk, PPT, OER Video	Problem Based Learning
7	Applications in Marketing	CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
8	Consumer Research Process.	CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Problem Based Learning
9	Consumer Research in the Age of Big Data & Predictive Modelling	CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Problem Based Learning
UNIT II (15 Hours)					
10	The Consumer Decision	CLO1 CLO2	2	Chalk & Talk, PPT	Experiential Learning

11	Buying Motives- Buying Roles	CLO3 CLO4	2	Chalk &Talk, PPT	Problem Based Learning
12	Levels of Consumer Decision Making	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
13	Problem Recognition	CLO3 CLO4	2	Chalk & Talk, PPT	Problem Based Learning
14	Information Search	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
15	Alternative Evaluation	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
16	Purchase Selection	CLO2 CLO3	1	Chalk & Talk, PPT	Experiential Learning
17	Post purchase Evaluation	CLO3 CLO4	1	Chalk & Talk, PPT	Participatory Learning
18	Augmented Reality and its Influence on the Consumer Decision Making Process.	CLO3 CLO4	2	Chalk & Talk, PPT	Experiential Learning
19	Micro-Moments & Contextual Buying Behaviour	CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Experiential Learning
UNIT III (15 Hours)					
20	Psychological Influences on Consumer decision- making	CLO1 CLO2	1	Chalk & Talk, PPT	Participatory Learning
21	Consumer's Needs and motivation	CLO2 CLO3 CLO4	1	Chalk & Talk, PPT	Problem Based Learning
22	Emotions and Mood	CLO3 CLO4	1	Chalk & Talk, PPT , Video	Experiential Learning
23	Consumer Involvement	CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
24	Personality	CLO 1 CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
25	Self-concept and Self Image	CLO1 CLO2 CLO3	2	Chalk & Talk, PPT	Participatory Learning

26	Consumer Perception	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
27	Risk and Imagery	CLO3 CLO4	1	Chalk & Talk, PPT	Problem Based Learning
28	Virtual Reality influencing Consumer Psychology and Brand Image	CLO3 CLO4	2	Chalk & Talk, PPT	Experiential Learning
29	Psychology of Augmented Reality and virtual Reality in visual Marketing	CLO3 CLO4	2	Chalk & Talk, PPT	Experiential Learning
30	Attitude	CLO2 CLO3	2	Chalk & Talk, PPT	Participatory Learning
UNIT IV (14 Hours)					
31	Sociological Influences on Consumer Decision Making	CLO3 CLO4	1	Chalk & Talk, PPT	Participatory Learning
32	Consumer groups	CLO3 CLO4	2	Chalk & Talk, PPT	Problem Based Learning
33	Consumer reference groups	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
34	Family and Life cycle	CLO1 CLO2 CLO3	1	PPT & Video	Participatory Learning
35	Social class and mobility	CLO2 CLO3	2	Chalk & Talk, PPT	Participatory Learning
36	lifestyle analysis	CLO3 CLO4	2	Chalk & Talk, PPT	Problem Based Learning
37	Culture, Sub-Culture	CLO2 CLO3 CLO4	1	PPT, Video	Participatory Learning
38	Cross Culture	CLO2 CLO3 CLO4	1	Chalk & Talk, PPT	Participatory Learning
39	Interpersonal Communication and influence	CLO2 CLO3	1	Chalk & Talk, PPT	Experiential Learning

40	Diversity and Inclusion in Consumer Markets.	CLO3 CLO4	1	Chalk & Talk, PPT	Problem Based Learning
41	Generational Perspectives	CLO3 CLO4	1	Chalk & Talk, PPT	Problem Based Learning
UNIT V (14 Hours)					
42	Consumer Learning and Involvement, Introduction,	CLO1 CLO2	1	Chalk & Talk PPT	Participatory Learning
43	Components of Learning	CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
44	Behavioral Theory	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
45	Cognitive Learning Theory	CLO2 CLO3	1	Chalk & Talk ,PPT	Participatory Learning
46	Concept of Involvement	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
47	Dimensions of Involvement	CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
48	Model of consumer involvement	CLO CLO3	1	Chalk & Talk, PPT	Participatory Learning
49	Emerging Trends in Consumer Behaviour	CLO3 CLO4	1	Chalk & Talk, PPT	Problem Based Learning
50	Consumer Behaviour across segments	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
51	Online Shopping	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
52	Mobile shopping	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
53	Subscription Based Services on Consumer Behaviour	CLO3 CLO4	2	Chalk & Talk, PPT	Participatory Learning
54	Sustainable & Ethical Consumption	CLO3 CLO4	1	Chalk & Talk, PPT	Participatory Learning

Course Designer

1. Mrs. A.Deepika

SNO	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	50%
2	Experiential Learning	35%
3	Problem Based Learning	15%

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.

Prerequisite

- Basic knowledge in management.

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

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 HRS

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 Books

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

Pedagogy

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

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/1okDIbxDgc
7	Organizational Analysis & Internal Analysis	https://youtu.be/RcG7EtYZcB4
8	SWOT Analysis	https://youtu.be/V4HT0N29Low
9	VRIO Analysis	https://youtu.be/RMIbCpcpSt8
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/8dlREFn_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

Course Content and Presentation Schedule

Module No	Topic	CLO Level	No of Hours	Content Delivery Methods	Learning Methods
UNIT- I -15 Hour					
1	Introduction to Strategic Management	CLO1 CLO2	1	PPT	Participatory Learning
2	Concept of Strategic Management	CLO1 CLO2 CLO3	1	PPT	Participatory Learning
3	Need	CLO1 CLO2	1	PPT	Participatory Learning
4	Strategic Planning Process	CLO3 CLO4	1	PPT & Video	Experiential Learning
5	Levels of Strategy	CLO1 CLO2 CLO3	1	PPT	Participatory Learning
6	Mc kinsey 7S Model -	CLO3 CLO4	1	PPT & Video	Problem Based Learning
7	Strategic Vision -	CLO1 CLO2 CLO3	1	PPT	Experiential Learning
8	Corporate Mission	CLO1 CLO2 CLO3	1	PPT	Problem Based Learning
9	Objectives -	CLO1 CLO2 CLO3	1	PPT	Problem Based Learning
10	Key Stakeholders Expectations -	CLO3 CLO4	1	PPT	Problem Based Learning
11	Strategic Management in a new Globalized Economy -	CLO3 CLO4	1	PPT	Experiential Learning
12	21st Century Approach to Business Strategy -	CLO3 CLO4	1	PPT	Experiential Learning
13	Sustainability & ESG (Environmental, Social, and Governance)	CLO2 CLO3 CLO4	2	PPT	Problem Based Learning

14	Strategic Lessons from Indian Mythology. (Kautilya's Arthashastra & Mahabharata)	CLO2 CLO3 CLO4	1	PPT, Vides & OER	Experiential Learning
UNIT-II (14 Hours)					
15	Environmental and Organizational Analysis :	CLO1 CLO2	1	PPT, Video	Participatory Learning
16	Concept & Types of Environmental Analysis -	CLO1 CLO2	2	PPT, Video	Experiential Learning
17	Industry and Competitor Analysis - AI-powered Environmental Scanning -	CLO2 CLO3	2	PPT	Experiential Learning
18	Competitive Advantage -	CLO2 CLO3	1	PPT	Participatory Learning
19	ETOP -	CLO2 CLO3	1	PPT	Participatory Learning
20	Organizational Analysis -	CLO2 CLO3	1	PPT & Video	Problem Based Learning
21	Internal, Comparative and Comprehensive Analysis -	CLO2 CLO3	2	PPT	Experiential Learning
22	OCP and SWOT Analysis-	CLO2 CLO3 CLO4	2	PPT & Video	Experiential Learning
23	TOWS Analysis -	CLO2 CLO3	1	PPT	Problem Based Learning

24	VRIO Analysis.	CLO2 CLO3 CLO4	1	PPT & Video	Experiential Learning
UNIT- III 15 Hours					
25	Types of Strategies -Introduction to Corporate Strategies & Types -	CLO1 CLO2	1	PPT & Video	Participatory Learning
26	Stability, Growth,	CLO1 CLO2 CLO3	1	PPT	Experiential Learning

27	Retrenchment and Combination Strategies	CLO1 CLO2 CLO3	1	PPT	Experiential Learning
28	Global Strategy – Aspects-Types-Importance	CLO1 CLO CLO3	1	PPT	Problem Based Learning
29	Generic Strategies	CLO2 CLO3	1	PPT	Experiential Learning
30	Blue Ocean Strategy -	CLO3 CLO4	1	PPT & Video	Experiential Learning
31	Digital Strategy -	CLO2 CLO3	1	PPT	Experiential Learning
32	Agile Strategy - ESG-driven Green Ocean Strategies.	CLO2 CLO3	2	PPT	Problem Based Learning
33	Strategic Management Tools:	CLO1 CLO2	1	PPT	Experiential Learning
34	BCG,	CLO3 CLO4	1	PPT & Video	Experiential Learning
35	GE9cell Matrix,	CLO3 CLO4	1	PPT & Video	Experiential Learning
36	DPM and	CLO2 CLO3	1	PPT	Problem Based Learning
37	SPACE Matrix	CLO3 CLO4	1	PPT	Experiential Learning
38	Business Model Canvas for an Industry 5.0 Environment.	CLO3 CLO4	1	PPT	Participatory Learning
UNIT- IV 15 Hours					

39	Strategy Implementation : Meaning -	CLO1 CLO2	1	PPT & Video	Problem Based Learning
40	Aspects of Implementation -	CLO1 CLO2 CLO3	3	PPT	Participatory Learning
41	Procedural Implementation-	CLO2 CLO3	2	PPT	Participatory Learning
42	Structural Considerations-	CLO2 CLO3	2	PPT & Video	Experiential learning

43	Resource Allocation Behavioral Implementation	CLO2 CLO3	2	PPT	Experiential learning
44	Strategic Thinking -	CLO2 CLO3 CLO4	1	PPT & Video	Experiential learning
45	Application of Thantrayukthi in Strategy Implementation -	CLO3 CLO4	2	PPT & OER	Experiential learning
46	Impact of AI on Strategic Thinking & Decision Making - Geopolitical Risk in Strategy Execution.	CLO2 CLO3 CLO4	2	PPT & Video	Problem based learning

UNIT-V 14 Hours

47	Strategy Evaluation and Control : - Meaning	CLO1 CLO2	1	PPT & Video	Participatory Learning
48	Control Criteria -	CLO1 CLO2 CLO3	2	PPT	Problem Based learning
49	Control Techniques -	CLO3 CLO4	2	PPT & Video	Participatory Learning
50	Reasons for Strategy Failure & Methods to Overcome -	CLO2 CLO3 CLO4	2	PPT	Experiential learning
51	Contingency and Mitigation Planning -	CLO1 CLO2 CLO3	2	PPT	Problem Based Learning
52	Managing Strategic Change -	CLO1 CLO2 CLO3	3	PPT & Video	Participatory Learning

53	Business Continuity Plan (BCP) and its Influence on Strategic Management	CLO3 CLO4	2	PPT	Problem based learning
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Course Designers

1. Dr.K. Nithya Kala

SNO	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	33%
2	Experiential Learning	33%
3	Problem-Based Learning	34%

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 optimizing 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 globalization.
- 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	Authors	Title	Publishers	Year & 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 & 8th Edn

Books for Reference

S.No	Authors	Title	Publishers	Year & Edition
1	Jochen Wirtz, Christopher Lovelock	Services Marketing People, Technology, Strategy	World Scientific	2023 & 9th Edn
2	Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons	Service Management: Operations, Strategy, Information Technology	McGraw-Hill	2024 & 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	III	Designing a service delivery System	NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management) NPTEL : NOC:Services Marketing: Integrating People, Technology, Strategy (Management)
6		Integrated Service marketing communication	Managing Integrated Marketing Communications - I Managing Integrated Marketing Communications - II
7		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, Quiz, Assignment, Video, Group Discussion and Case Study.

Course Content and Presentation Schedule

Module No.	Topic	CLO Level	No. of Hours	Content Delivery Methods	Learning Methods
Unit I (14 Hours)					
1.	Services Marketing, Introduction to Services, Meaning and Definition	CLO1 CLO2	1	Lecture, PPT & Video	Experiential Learning
2.	Nature and Scope	CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
3.	Characteristics	CLO2 CLO3 CLO4	1	Lecture, PPT & Video	Participatory Learning
4.	Challenges and	CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
5.	Issues of service marketing	CLO1 CLO2 CLO3 CLO4	2	Lecture, PPT	Problem-based learning
6.	Service marketing in India	CLO1 CLO2 CLO3 CLO4	2	Lecture, PPT	Participatory Learning
7.	Classifications of services	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
8.	Services and Technology	CLO1 CLO2 CLO3 CLO4	2	Lecture, PPT & Video	Experiential Learning
9.	AI application in the service industry.	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
10.	Effective Management of Service Marketing	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
11.	Demand and Supply Management through Capacity Planning and Segmentation	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Problem-based learning
Unit II (15 Hours)					
12.	Marketing Mix in Service Marketing	CLO 1	1	Lecture, PPT	Problem-based learning

13.	The Seven Ps	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT & Video	Experiential Learning
14.	Product Decision	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
15.	Pricing	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
16.	Strategies and Tactics	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Problem-based learning
17.	Promotion of Service and	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
18.	Placing or Distribution Methods for Services	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
19.	Additional dimension in Services Marketing	CLO1 CLO2 CLO3	1	Lecture, PPT	Experiential Learning

20.	People	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
21.	Physical Evidence, and Process	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
22.	Internal Marketing of Services	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
23.	Consumer Behaviour in Service Marketing	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
24.	Consumer Behaviour Analysis with AI	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
25.	Service process design and optimization with automation and AI	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning

26.	Digital & Omni-Channel Service Marketing	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
Unit III (14 Hours)					
27.	Positioning of Services - Introduction	CLO1 CLO2	1	Lecture, PPT	Problem-based learning
28.	Designing a service delivery System	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT & Video	Participatory Learning
29.	Service Channel	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Problem-based learning
30.	Pricing of services - objectives	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
31.	Methods	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
32.	Services in the retail sector	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning

33.	Service Level Agreements (SLA)	CLO1 CLO2 CLO3 CLO4	2	Lecture, PPT	Participatory Learning
34.	Service marketing triangle	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
35.	Service Strategy	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
36.	Internal versus External orientation of service strategy	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
37.	Integrated Service marketing communication	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT & Video	Experiential Learning
38.	AI-powered Chatbots and Virtual Assistants	CLO1 CLO2 CLO3 CLO4	2	Lecture, PPT & Video	Experiential Learning
Unit IV (15 Hours)					

39.	Quality of Services – Introduction	CLO1 CLO2	1	Lecture, PPT	Participatory Learning
40.	Importance of quality in services	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
41.	Delivering Quality Service	CLO1 CLO2 CLO3 CLO4	2	Lecture, PPT & Video	Participatory Learning
42.	Causes of Service	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
43.	Service Quality Dimensions	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
44.	Service Quality Models	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT & Video	Experiential Learning
45.	Parasuraman, Zeithaml, Bitner (PZB) Gap Model	CLO1 CLO2 CLO3 CLO4	2	Lecture, PPT	Problem-based learning
46.	SERVQUAL and SERVPERF	CLO1 CLO2	2	Lecture, PPT	Experiential Learning

47.	Service recovery strategies with technology integration	CLO1 CLO2 CLO3 CLO4	2	Lecture, PPT	Experiential Learning
48.	AI applications in monitoring service quality	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT & Video	Experiential Learning
49.	Net Promoter Score (NPS) and loyalty tracking.	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning

Unit V (15 Hours)

50.	Service Marketing Strategies and Digital Transformation in	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT & Video	Experiential Learning
51.	Health	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
52.	Hospitality - Tourism	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning

53.	Financial, Logistics	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
54.	Educational	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
55.	Entertainment	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
56.	Retail and E-commerce	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
57.	Public utility and IT	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
58.	Applying technology to service settings	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
59.	e-services	CLO1 CLO2 CLO3	1	Lecture, PPT	Experiential Learning

60.	Crisis Management in Service Marketing	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Participatory Learning
61.	Predictive Analytics for Crisis Forecasting	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Experiential Learning
62.	AR and VR in-service experiences	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT	Problem - based learning
63.	Blockchain and its applications in service industries	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT & Video	Participatory Learning
64.	Metaverse in Service Marketing	CLO1 CLO2 CLO3 CLO4	1	Lecture, PPT & Video	Participatory Learning

Course Designer

1. Ms. V. Akalya

S.NO	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	38.35%
2	Experiential Learning	50.68%
3	Problem Based Learning	10.95%

COURSE NUMBER	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.

Prerequisite

Fundamental understanding of marketing principles, consumer behaviour, and business communication

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; L-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 1 st 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
1	Lawrence Ang	Principles of Integrated Marketing Communications- An Evidence - Based Approach	Cambridge University Press	2022 and 2 nd edn
2	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/preview
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 CLO3	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 CLO4	3	PPT, OER, Video	Experiential Learning
6.	Measuring Marketing Effectiveness	CLO3 CLO4	1	Chalk& Talk, PPT, OER Video	Experiential Learning
7.	Marketing Analytics and Metrics	CLO1 CLO2 CLO3	2	Chalk& Talk, PPT, OER Video	Participatory Learning
8.	Return on Investment.	CLO2 CLO3 CLO4	1	PPT, OER Video	Experiential Learning
9.	IMC Measurement and Campaign Evaluation	CLO2 CLO3 CLO4	2	Chalk& Talk, PPT	Problem Based Learning
UNIT II (15 Hours)					
10.	Understanding Communication Process	CLO1 CLO2	1	PPT, OER Video	Participatory Learning
11.	Media Channel and IMC Elements	CLO2 CLO3 CLO4	2	Chalk& Talk, PPT	Experiential Learning
12.	Source, Message and channel factors	CLO1 CLO2 CLO3 CLO4	2	PPT, OER Video	Experiential Learning

13.	Communication response hierarchy: AIDA model	CLO2 CLO3 CLO4	2	PPT, OER Video	Experiential Learning
14.	Hierarchy of effect model	CLO3 CLO4	1	PPT, OER Video	Participatory Learning
15.	Innovation adoption model	CLO3 CLO4	2	PPT, OER Video	Participatory Learning
16.	Information processing model	CLO3 CLO4	1	Chalk& Talk, PPT	Experiential Learning
17.	Communication Research and Analysis	CLO2 CLO3	1	PPT, OER Video	Participatory Learning
18.	Methods of Communication Research	CLO2 CLO3	1	PPT, OER Video	Experiential Learning
19.	Analyzing Communication Campaigns	CLO1 CLO2 CLO3	1	Chalk& Talk, PPT	Participatory Learning
20.	Application of AI in IMC	CLO3 CLO4	1	PPT & OER Video	Experiential Learning

UNIT III (15 Hours)

21.	Planning for Marketing Communication (Marcom)	CLO1 CLO2 CLO3	1	Chalk& Talk, PPT	Experiential Learning
22.	Setting Marcom Objectives and Goals	CLO2 CLO3	2	Chalk& Talk, PPT	Participatory Learning
23.	Role of AR and VR in Marcom	CLO1 CLO2 CLO3	1		
24.	Story Telling in Marcom	CLO3 CLO4	1	Chalk& Talk, PPT	Experiential Learning
25.	DAGMAR approach for setting Ad objectives	CLO1 CLO2 CLO3 CLO4	2	Chalk& Talk, PPT	Experiential Learning
26.	Media Planning and Budgeting	CLO1 CLO2 CLO3	1	Chalk& Talk, PPT	Problem Based Learning

27.	Factors Influencing Budget	CLO2 CLO3 CLO4	1	PPT, & Video	Participatory Learning
28.	Theoretical approach to budgeting	CLO2 CLO3 CLO4	1	Chalk& Talk, PPT	Problem Based Learning
29.	Content Marketing Strategies	CLO3 CLO4	1	Chalk& Talk, PPT	Experiential Learning

31.	Content Creation	CLO3 CLO4	1	PPT & Video	Experiential Learning
32.	Content Calendar	CLO1 CLO2 CLO3	1	PPT & Video	Participatory Learning
33.	Content Management	CLO1 CLO2 CLO3	1	PPT & Video	Experiential Learning
34.	Hyper-Personalization in Retail IMC Campaigns	CLO2 CLO3 CLO4	1	Chalk& Talk, PPT	Participatory Learning

UNIT IV (14 Hours)

35.	Advertising	CLO1 CLO2 CLO3	1	Chalk& Talk, PPT	Participatory Learning
36.	Message and copy development	CLO2 CLO3	1	PPT & Video	Experiential Learning
37.	Creative strategies in advertising	CLO2 CLO3 CLO4	1	Chalk& Talk, PPT	Participatory Learning
38.	Web Advertising	CLO2 CLO3 CLO4	1	PPT & Video	Problem Based Learning
39.	Digital Marketing	CLO3 CLO4	1	Chalk& Talk, PPT	Experiential Learning
40.	6M Framework	CLO3 CLO4	1	Chalk& Talk, PPT	Experiential Learning
41.	Social Media Marketing	CLO3 CLO4	1	Chalk& Talk, PPT	Participatory Learning
42.	Social commerce	CLO2 CLO3	1	Chalk& Talk, PPT	Problem Based Learning
43.	Implementing the programme Coordination and Control	CLO2 CLO3	1	Chalk& Talk, PPT	Problem Based Learning
44.	Advertising Agencies	CLO2 CLO3 CLO4	1	Chalk& Talk, PPT	Participatory Learning

45.	Organization and Operations	CLO2 CLO3	1	Chalk& Talk, PPT	Participatory Learning
46.	E-WOM (Electronic Word of Mouth) in Retail Branding	CLO3 CLO4	1	Chalk& Talk, PPT	Participatory Learning
47.	Voice Commerce and Smart Assistant Advertising.	CLO3 CLO4	2	Chalk& Talk, PPT	Participatory Learning

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UNIT V (14 Hours)

48.	Sales Promotion: Program Implementation	CLO1 CLO2	2	Chalk& Talk, PPT	Participatory Learning
49.	Purpose and Timing of Sales Promotion Activities	CLO1 CLO2 CLO3	1	Chalk& Talk, PPT	Problem Based Learning
50.	Consumer and Sales Channel	CLO2 CLO3 CLO4	1	Chalk& Talk, PPT	Experiential Learning
51.	Oriented Promotions	CLO2 CLO3 CLO4	1	PPT, Video	Experiential Learning
52.	Planning, Budgeting, Implementing and Controlling Campaigns	CLO2 CLO3 CLO4	2	Chalk & Talk,PPT, OER	Problem Based Learning
53.	Control	CLO2 CLO3	1	Chalk& Talk, PPT	Participatory Learning
54.	Measurement of Effectiveness -Ethics, Economics, and Social Relevance	CLO2 CLO3 CLO4	3	Chalk& Talk, PPT	Participatory Learning
55.	Integrated Marketing Communication	CLO1 CLO2 CLO3	1	Chalk& Talk, PPT	Experiential Learning
56.	Role of Big Data in Evaluating Retail Promotions Effectiveness	CLO1 CLO2 CLO4	2	Chalk& Talk, PPT	Experiential Learning

Course Designer

1. Mrs.A.Deepika

SNO	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	60%
2	Experiential Learning	35%
3	Problem Based Learning	5%

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.

Prerequisite

Understanding import/export processes, trade routes, and supply chain fundamentals.

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, 1 st Edn
2	Ryszard K. Miler, Eugeniusz Gostomski, Tomasz Nowosielski	Containerization in Maritime Transport: Contemporary Trends and Challenges	CRC Press	2022, 1 st Edn
3	David Glass	Freight Forwarding and Multi Modal Transport Contracts	Taylor & Francis	2024, 2 nd Edn

Books For Reference

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 Content and Presentation Schedule

Module No.	Topic	CLO Level	No of Hours	Content Delivery Methods	Learning Methods
Unit – I (14 Hours)					
1	Basic concepts of Containerization: Meaning - Major Container Trades	CLO1 CLO2	2	Talk & Chalk, PPT	Participatory Learning
2	The Evolution of Containerization	CLO2 CLO3	2	Talk & Chalk, PPT	Participatory Learning
3	Container Ships	CLO1 CLO2	1	Talk & Chalk, PPT	Experiential Learning
4	Consideration of Container Terminal Planning	CLO2 CLO3	2	Talk & Chalk, Case Study, Video	Problem Based Learning
5	The Role of Automation in Container Terminals	CLO3 CLO4	1	PPT, Video, Case Examples	Experiential Learning
6	Container Distribution	CLO2 CLO3	1	Talk & Chalk, Diagrammatic Explanation	Participatory Learning
7	Container Types & ISO Container Dimensions by types	CLO1 CLO2	2	Talk & Chalk, PPT, Charts	Experiential Learning
8	Features of Containerization	CLO2 CLO3	1	Talk & Chalk, PPT	Participatory Learning
9	Industry 4.0: The Future of Smart Container Logistics.	CLO3 CLO4	1	PPT, Case Study, Video	Experiential Learning
10	Industry 4.0: Smart Container Management	CLO3 CLO4	1	PPT, Case Study, Video	Experiential Learning
Unit- II (15 Hours)					
1	Cargos: International Trade Distribution	CLO1 CLO2	1	Talk & Chalk, PPT	Participatory Learning
2	Stowage: Meaning - Stowage of Cargo	CLO2 CLO3	1	Talk & Chalk, Case Study	Experiential Learning
3	Types of Cargo - Characteristics	CLO2 CLO3	2	Talk & Chalk, PPT	Participatory Learning
4	Cargo and Container Handling Equipment	CLO2 CLO3	2	Talk & Chalk, Video, PPT	Experiential Learning
5	Types of Packing	CLO1 CLO2	1	Talk & Chalk, PPT	Participatory Learning
6	Smart Packaging: Future of Cargo Handling	CLO3 CLO4	2	PPT, Case Study	Experiential Learning
7	Cargo Marking and Labelling Standards: Best Practices	CLO2 CLO3	2	Talk & Chalk, PPT	Problem Based Learning
8	Augmented Reality: The Future of Air Cargo Operations	CLO2 CLO3	2	Talk & Chalk, PPT	Problem Based Learning
9	Digital cargo Documentation	CLO2 CLO3	2	Talk & Chalk, PPT	Problem Based Learning

Unit – III (15 Hours)					
1	Multi modalism: Multimodal Trade Routes - Evolution	CLO1 CLO2	2	Talk & Chalk, PPT	Participatory Learning
2	Basic Intermodal System	CLO2 CLO3	2	Talk & Chalk, Case Study	Experiential Learning
3	Future Trends in Multimodal Transport	CLO2 CLO3	1	Talk & Chalk, PPT	Participatory Learning
4	Sustainability and Multimodal Transport Solutions	CLO3 CLO4	2	Talk & Chalk, Case Study	Problem Based Learning
5	Factors in Development Features	CLO2 CLO3	1	Talk & Chalk, PPT	Experiential Learning
6	Multi-modalism Strategy - Components	CLO2 CLO3	2	Talk & Chalk, PPT	Participatory Learning
7	Data Analytics in Multimodal Transportation Optimization	CLO3 CLO4	2	PPT, Case Study	Experiential Learning
8	Virtual Reality in Multimodal Learning	CLO3 CLO4	1	Video, PPT	Experiential Learning
9	Resilience Strategies in Multimodal Transport	CLO3 CLO4	1	Talk & Chalk, PPT	Participatory Learning
Unit – IV (15 Hours)					
1	Physical multi modal operations: Liners, Tramps, Specialized Vessels & Terms	CLO1 CLO2	2	Talk & Chalk, PPT	Participatory Learning
2	Road Transport Vehicles - Emerging Technologies in Road Transport Vehicles	CLO2 CLO3	2	Talk & Chalk, PPT	Experiential Learning
3	Rail Transport Vehicles and Equipment	CLO2 CLO3	2	Talk & Chalk, PPT	Participatory Learning
4	Air Transport	CLO1 CLO2	2	Talk & Chalk, PPT	Experiential Learning
5	Port Infrastructure Development and Its Impact on Multimodal Operations	CLO3 CLO4	2	Talk & Chalk, Case Study	Problem Based Learning
6	Ports, LCL, FCL, NVOCC	CLO2 CLO3	2	Talk & Chalk, PPT	Experiential Learning
7	Factors Affecting Mode and Route Choice	CLO2 CLO3	2	Talk & Chalk, PPT	Participatory Learning
8	Green Corridors & Electrified Multimodal Hubs	CLO3 CLO4	1	PPT, Video	Experiential Learning
Unit – V (14 Hours)					
1	Conventions relating to multimodal transport: Cargo Liability Convention	CLO1 CLO2	2	Talk & Chalk, PPT	Participatory Learning
2	International Conventions on Bill of Lading (Hague & Hague/Visby Rules (Appendix 8))	CLO2 CLO3	2	Talk & Chalk, PPT	Experiential Learning
3	Conventions Relating to Dangerous Cargo	CLO2 CLO3	2	Talk & Chalk, PPT	Participatory Learning

4	Carriage of Perishable Goods	CLO2 CLO3	1	Talk & Chalk, Case Study	Experiential Learning
5	International Convention for Safe Containers (CSC)	CLO2 CLO3	2	Talk & Chalk, PPT	Problem Based Learning
6	Understanding Cargo Liability: Implications Hague & Hague/Visby Rules	CLO3 CLO4	2	Talk & Chalk, Case Study	Experiential Learning
7	Regulatory Challenges in Carriage of Perishables	CLO3 CLO4	1	Talk & Chalk, PPT	Participatory Learning
8	Concepts of Arthashastra for Trade & Transport	CLO2 CLO3	2	Talk & Chalk, PPT	Experiential Learning
9	Geopolitical Impacts on Multimodal Transport	CLO3 CLO4	1	Talk & Chalk, PPT	Participatory Learning

Course Designers

1. Mrs.A.Deepika

S.No.	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	40%
2	Experiential Learning	44%
3	Problem Based Learning	16%

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB23SBP2	COMPUTATIONAL FINANCE USING SPREADSHEET	PRACTICAL	-	4	41	3

Preamble

- To understand the basic spreadsheet functions.
- To deepen knowledge on basic financial functions in spreadsheet.
- To enable the students to construct spreadsheet for financial applications using financial functions available in spreadsheet and use them wherever applicable.

Prerequisite

- Basic Knowledge in Spreadsheet.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand about the various financial tools used in spread sheet.	K1
CLO2	Familiarize with financial analysis techniques, including depreciation calculation, NPV, IRR, credit policy analysis, and capital budgeting.	K2
CLO3	Apply data analysis using spreadsheet, including creating financial models, using tools like VLOOKUP and Pivot Tables, and applying statistical analysis for decision-making.	K3
CLO4	Analyze the financial statements using financial models for forecasting share prices, income statements, and cash budgets.	K4

Mapping with Programme Learning Outcomes

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

S- Strong; M-Medium; L-Low

COMPUTATIONAL FINANCE USING SPREADSHEET - BB23SBP2 – 41 HRS

Unit I (8 Hrs)

A) Spreadsheet Basics

Input: Creating Spreadsheet workbook, Entering Data, Using Formulas, Removing Duplicates, Tools to be used: VLOOKUP, Pivot Table & Charts, Output: Sum, Mean, Median, Mode, Standard Deviation, Correlation & Descriptive Statistics

B) Calculation of Depreciation:

Input: Cost, Salvage, Period

Tools to be used: SLN, DB

Output: Depreciation Value, Asset Value & Chart

Unit II (9 Hrs)

Preparation of Income Statement, Cash Budget & Fund Flow Statement

Input: Receipts & Payments & Cash flows

Tools to be used: Data Validation, Scenarios Manager

Output: Income Statement, Cash Budget & Fund Flow Statement

Unit III (8 Hrs)

Designing Capital Structures:

Input: Summarized Income Statement, Variable Cost, Debt, Equity & Interest Expenses

Tools to be used: Goal Seek

Expected outcome: EBIT, WACC (Weighted Average Cost of Capital), Contribution Margin, DOL, DFL, DCL & BEP Graph

Unit IV (9 Hrs)

Credit Policy:

Input: Opening & Closing Receivables

Tools to be used: Data Function, Count if-Min, Max

Output: Aging Schedule

Capital Budgeting:

Input: Cash Flows

Tools to be used: PV, NPV, IRR

Expected Output: NPV, IRR, Profitability Index & Pay Back

Unit V (9 Hrs)

DuPont analysis:

Input: Net Profit Margin, Asset Turnover, Equity Multiplier & Return on Equity (ROE)

Tools used: DuPont Ratio & Charts

Expected Outcomes: Dupont Model

Forecasting of Share Price:

Input: Share Price

Tools to be used: Regression, Trend, Time Series (Moving Average) & Graph

Expected Output: Share Price Trend

Software essential: Spreadsheet

Text Books

S. No.	Authors	Title	Publishers	Year & Edition
1	Bill Jelen	Ms Excel 2024: Igniting Excel Mastery with the Latest Tips & Tricks	Holy Macro! Books	September 2024 & 1st Edn
2	Suraj Kumar Lohani	Excel for Finance and Accounting	Bpb Publications	2023 & 1 st Edn

Books for Reference

S. No.	Authors	Title	Publishers	Year & Edition
1	Danielle Stein Fairhurst	Financial Modeling in Excel For Dummies	Wiley	2022 & 2 nd Edn

Reference Links

S. No	Topic	Reference Links
1	Excel video Training	https://support.microsoft.com/en-us/office/excel-video-training-9bc05390-e94c-46af-a5b3-d7c22f6990bb
2	Microsoft Excel for Financial Models	https://youtu.be/bMXpDNxhgt4?t=124
3	Microsoft Excel Financial Functions	https://youtu.be/-6ERqkxlcFY?t=65

Pedagogy

- Spreadsheet, Demonstration (hands-on) & Discussion

Course Content and Presentation Schedule

Module No	Topic	CLO Level	No of Hours	Content Delivery Methods	Learning Methods
Unit – I (8 Hours)					
1	A) Spreadsheet Basics- Input: Creating spreadsheet workbook,	CLO1 CLO2	1	Demo	Participatory Learning
2	Using Formulas, Removing Duplicates,	CLO1 CLO2 CLO3 CLO4	1	Demo	Participatory Learning
3	Tools to be used: Vlookup,	CLO3 CLO4	1	Demo	Problem-Based Learning
4	Pivot Table & Charts	CLO3 CLO4	1	Demo	Problem-Based Learning
5	Output: Sum, Mean, Median, Mode, Standard Deviation, Correlation & Descriptive Statistics	CLO3 CLO4	1	Demo	Experiential Learning
6	B) Calculation of Depreciation: Input: Cost, Salvage, Period	CLO1 CLO2 CLO3	1	Demo	Experiential Learning
7	Tools to be used: SLN, DB	CLO1 CLO2 CLO3	1	Demo	Participatory Learning
8	Output: Depreciation Value, Asset Value & Chart	CLO3 CLO4	1	Demo	Problem-Based Learning
Unit – II (9 Hours)					
9	Preparation of Income Statement, Cash Budget & Fund Flow Statement- Input: Receipts & Payments & Cash flows	CLO1 CLO2 CLO3 CLO4	1	Demo	Experiential Learning

10	Tools to be used: Data Validation	CLO1 CLO2 CLO3 CLO4	1	Demo	Problem-Based Learning
11	Scenarios Manager	CLO1 CLO2 CLO3	1	Demo	Participatory Learning

12-13	Output: Income Statement	CLO1 CLO2 CLO3 CLO4	2	Demo	Experiential Learning
14-15	Cash Budget &	CLO1 CLO2 CLO3	2	Demo	Experiential Learning
16-17	Fund Flow Statement.	CLO1 CLO2 CLO3	2	Demo	Problem-Based Learning

Unit – III (8 Hours)

18	Designing Capital Structures- Input: Summarized Income Statement, Variable Cost, Debt, Equity & Interest Expenses.	CLO1 CLO2	1	Demo	Participatory Learning
19	Tools to be used: Goal Seek.	CLO3 CLO4	1	Demo	Experiential Learning
20	Expected outcome: EBIT,	CLO1 CLO2 CLO3 CLO4	1	Demo	Problem-Based Learning
21-22	WACC (Weighted Average Cost of Capital),	CLO3 CLO4	2	Demo	Participatory Learning
23	Contribution Margin,	CLO1 CLO2 CLO3	1	Demo	Experiential Learning
24	DOL, DFL, DCL &	CLO1 CLO2 CLO3	1	Demo	Problem-Based Learning
25	BEP Graph.	CLO1 CLO2	1	Demo	Experiential Learning

Unit – IV (9 Hours)

26	Credit Policy- Input: Opening & Closing	CLO1 CLO2 CLO3	1	Demo	Experiential Learning
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	Receivables.				
27	Tools to be used: Data Function,	CLO1 CLO2 CLO3	1	Demo	Experiential Learning

28	Count if-Min, Max.	CLO1 CLO2 CLO3	1	Demo	Problem-Based Learning
29	Output: Aging Schedule.	CLO3 CLO4	1	Demo	Problem-Based Learning
30	Capital Budgeting- Input: Cash Flows.	CLO1 CLO2 CLO3 CLO4	1	Demo	Experiential Learning
31	Tools to be used: PV, NPV, IRR.	CLO1 CLO2 CLO3	1	Demo	Problem-Based Learning
32	Expected Output: NPV,	CLO1 CLO2 CLO3	1	Demo	Problem-Based Learning
33	IRR,	CLO3 CLO4	1	Demo	Experiential Learning
34	Profitability Index & Pay Back.	CLO1 CLO2 CLO3	1	Demo	Experiential Learning

Unit –V (9 Hours)

35	DuPont analysis- Input: Net Profit Margin, Asset Turnover, Equity Multiplier & Return on Equity (ROE).	CLO2 CLO3	1	Demo	Problem-Based Learning
36	Tools used: DuPont Ratio &	CLO2 CLO3	1	Demo	Problem-Based Learning
37	Charts.	CLO1 CLO2	1	Demo	Experiential Learning
38	Expected Outcomes: Dupont Model .	CLO3 CLO4	1	Demo	Experiential Learning

39	Forecasting of Share Price- Input: Share Price.	CLO1 CLO2 CLO3	1	Demo	Participatory Learning
40	Tools to be used: Regression,	CLO1 CLO2	1	Demo	Problem-Based Learning
41	Trend, Time Series (Moving Average) & Graph. Expected Output: Share Price Trend.	CLO1 CLO2 CLO3	1	Demo	Problem-Based Learning

Course Designers

1. Dr. K. Vidyakala
2. Dr..K.Nithya Kala

S. NO	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	20%
2	Experiential Learning	42%
3	Problem-Based Learning	38%

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BA23AC3	KNOWLEDGE PROCESS OUTSOURCING AND DECISION ANALYTICS	THEORY	-	-	-	5

Preamble

1. It introduces learners to the foundations, domains, and operations of KPO, highlighting its significance in today's global economy
2. It emphasizes the transformation from BPO to KPO, explores industry-specific applications such as finance, healthcare, and legal outsourcing, and covers the strategic role of KPO in driving business competitiveness.
3. To understand focus on human capital, technology, and future trends like AI and automation, the course equips learners with the skills and insights required to excel in knowledge-driven outsourcing.

Prerequisite

Understanding of business processes, organizational structure, and global outsourcing models.

Course Learning Outcomes:

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

CLO Number	CLO Statement	Knowledge Level
CLO1	To analyse various KPO domains such as finance, legal, market research, healthcare, engineering, IT analytics, and emerging knowledge services.	K1
CLO2	To apply case-based learning to assess successful KPO implementations and derive best practices.	K2
CLO3	To predict and assess future trends in KPO, including automation, AI, sustainability, and innovation, for long-term industry relevance.	K3
CLO4	To differentiate between BPO and KPO, and identify the drivers, applications, challenges, and risks in KPO.	K4

Mapping with Programme Learning Outcomes

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

S- Strong; M-Medium; L-Low

KNOWLEDGE PROCESS OUTSOURCING AND DECISION ANALYTICS- BA23AC3

Unit I

Concept and Evolution of Knowledge Process Outsourcing – KPO vs. BPO vs. LPO vs. ITO – Comparative Insights– Drivers and Importance of KPO in the Global Market – Scope and Applications of KPO – Domains of KPO: Market Research, Equity Research, Intellectual Property, Legal Services, Data Analytics, Healthcare, Education Services – Global KPO Market Trends and Statistics – India’s Position in the Global KPO Industry

Unit II

Decision-Making Theories and Frameworks – Decision Analytics vs. Business Analytics vs. Data Science – Role of AI and Machine Learning in Decision Support Systems – Quantitative Models for Decision Making: Predictive, Prescriptive and Descriptive Analytics – Data-Driven vs. Intuition-Driven Decision Making – Applications of Decision Analytics in Strategic Outsourcing

Unit III

Knowledge Mining and Text Mining – Sentiment Analysis and Social Media Analytics – Big Data and Cloud-Based Analytics in KPO – Business Intelligence Platforms: Tableau, Power BI, Qlik – Robotic Process Automation (RPA) and Cognitive Automation in Knowledge Outsourcing – Decision Trees, Neural Networks and Optimization Models – Applications of Advanced Analytics in Finance, Marketing, Healthcare, Legal and Consulting

Unit IV

Risks in Knowledge Process Outsourcing: Data Security, Confidentiality, Intellectual Property Rights – Global Regulatory Framework: GDPR, HIPAA, India’s Digital Personal Data Protection Act 2023 – Cross-Border Data Localization and Compliance Challenges – Ethical Challenges in Knowledge Work Outsourcing – ESG Concerns in Knowledge Outsourcing – Role of AI Ethics in Decision Analytics: Bias, Transparency and Accountability – Business Continuity and Disaster Recovery in KPO

Unit V

Emerging Trends in Knowledge Outsourcing: Generative AI, ChatGPT-like Tools in KPO – Blockchain for Secure Knowledge Outsourcing – Quantum Computing and its Potential in Decision Analytics – Sustainability and Green KPO Models – Co-Creation of Knowledge: Client–Vendor Collaborative Innovation – Future Skills for KPO Professionals: Critical Thinking, Advanced Analytics and Domain Expertise – Impact of Geopolitical Risks on Global KPO – Future Challenges and Opportunities in KPO

Textbook:

S.No	Authors	Title	Publishers	Year and Edition
1.	Gregory S. Parnell, Terry A. Bresnick, Eric R. Johnson, Steven N. Tani, Eric Specking	Handbook of Decision Analysis,	Wiley Publishers	2025 and 2 nd edn
2.	Klaus North, Gita Kumta	Knowledge Management: Value Creation Through Organizational Learning	Springer Publishers	2025 and 3 rd edn

Books for Reference:

S.No	Authors	Title	Publishers	Year and Edition
1.	Shabahat Husain, Jean-Louis Ermine	Knowledge Management Systems Design: Innovation and Strategy	Routledge / Taylor & Francis	2025 and 1 st edn
2.	Thomas H. Davenport & Steven M. Miller	Working with AI: Real Stories of Human-Machine Collaboration	MIT Press	2022 1 st edn

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COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
IB23AC3	E-BUSINESS MANAGEMENT	THEORY	-	-	-	5

Preamble

- To understand the current status of concepts and follow its development.
- The course also aims to show how the technical and business aspects of e-commerce have to be integrated together.
- To describe the best practices in
- Students should also become aware of the global nature of e-commerce and how traditional means of doing business will need to change in the electronic age.

Prerequisite

Basic understanding of business concepts, functions, and processes

Course Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Define the nature and explore the scope and economic and social impact of E-Business technologies.	K1
CLO2	Recognize how E-Business strategy are integrated in organization's goals and objectives.	K2
CLO3	Assess the likely consequences of E-Business technologies for change at the societal level.	K3
CLO4	Analyse the potential for efficiency gains and growth in consumer power from E-Business technologies.	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	S	S	S
CLO4	S	S	M	S	S

S-Strong; M-Medium; L-Low

E-BUSINESS MANAGEMENT - IB23AC3

Unit- I: E-Business - An Introduction

Concept - Nature - Scope - History and development - Impact of E-Business technologies - Difference between E-Business and e-commerce - Online order processing -Advantages - Business model for e-products and e-services - Contribution of E-Business technologies to economic growth - Market - Competitiveness - Productivity - AI in E-Business.

Unit- II: Technologies in E-Business

Introduction -E-Business technologies - Hardware - E-Business software applications - Internet and World Wide Web - Database Management System - E-Business security - Online payment technology - IT/IS evaluation and E-Business - Social consequences of E-Business technologies.

Unit-III: e-Marketing

Concept - Effects of E-Business technologies on marketing strategy - Digital marketing efforts - Customer retention and e-CRM - AI- Driven Customer Insights - Measuring the extent of digital marketing activity - Market analysis - Digital marketing tools - Viral marketing.

Unit -IV: e-Payment system and Operations management

Characteristics of e-payment system - Classification of e-payment systems - Overview of smart card - Advantages - Applications of Internet Protocol Security - Difference between purchase and procurement - Market solutions - Sell-side - Buy-side - Market place - Integration of product catalogue - Procurement service providing

Unit -V: e-Contracting and Online distribution

Concept of generic services - Types of Generic Services: information - negotiation - archiving - enforcement - reconciliation - Structure of a contract - Cloud-Based Contract Management - Digital signature - Legal affairs - Components of a distribution system - Characterization of online distribution - Hybrid distribution networks Model for electronic software distribution.

Text Book

S. No.	Authors	Title	Publisher	Year and Edition
1	Chaffey, D	E-Business and e-commerce management: Strategy, implementation and practice	Wiley	2022 and 6 th edn
2	Chaffey, D., and Ellis-Chadwick	Digital marketing: Strategy, implementation, and practice	Pearson	2022 and 9 th edn

Books for Reference

S.No.	Authors	Title	Publisher	Year and Edition
1	Prasad, S. V. S. P.	Digital payments and online banking: Insights into e-payment systems and operations management	Wiley	2020 and 1 st edn
2	Dave Chaffey, Tanya Hemphill, David Edmundson-Bird	Digital Business and E-Commerce Management	Pearson	2024 and 8 th edn