



DEPARTMENT OF BUSINESS ADMINISTRATION
(BUSINESS PROCECSS MANAGEMENT)

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

SEMESTER I

2024-2027 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

2024-2027 Batch & onwards

I 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		
I	I	TAM2301A/ HIN2301A/ FRE2301A	Language Paper I- Tamil/Hindi/French	L	4	58	2	3	25	75	100	3	
	II	ENG2301A	English Paper I	E	4	58	2	3	25	75	100	3	
	III	BB24C01	Core 1: Contemporary Management	CC	5	73	2	3	25	75	100	3	
	III	BB24C02	Core 2: Financial Accounting	CC	5	73	2	3	25	75	100	3	
	III	BB24C03	Core 3: Organizational Behavior	CC	5	73	2	3	25	75	100	3	
	III	TH24A02	Allied paper I: Mathematics for Management I	GE	5	73	2	3	25	75	100	4	
	IV	Non Tamil Students											2
		NME23B1 / NME23A1	Basic Tamil I / Advance Tamil I	AEC	2	28	2	-	100	-	100		
		Students with Tamil as Language											
NME23WS		Women Studies	AEC	2	30	-	-	100	-	100			
I-V	VI	24BONL1	Online Course 1**	-	-	-	-	-	-	-	-	-	
		24BONL2	Online Course 2**	-	-	-	-	-	-	-	-		
		24BONL3	Online Course 3**	-	-	-	-	-	-	-	-		

L-Language

E-English

CC – Core Courses

GE – Generic Elective

AEC – Ability Enhancing Course

**** - Additional Credit Course**

CA – Continuous Assessment

ESE - End Semester Examination

The following changes in the assessment pattern for 2024- 25 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

: $8 \times 5 = 40$

(Internal Choice at the same CLO level)

Total

75 Marks

I Year UG / PG

CIA Test - 5 Conducted for 45 marks after 50

daysModel 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

25 Marks

Continuous Internal Assessment Pattern for the Foundation Course – Women's Studies

- 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

ASSIGNMENT/ SEMINAR**Maximum - 20 Marks (converted to 5 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.	Main idea 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	Points scored
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	Student listens when others talk, both in groups and in class. Student incorporates or builds off of 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.	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 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.	
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MAPPING OF PLOs WITH CLOs

COURSE	PROGRAMME LEARNING OUTCOMES				
	PLO1	PLO2	PLO3	PLO4	PLO5
COURSE-BB24C01					
CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	S	S
CLO4	S	S	M	M	S
COURSE – BB24C02					
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
COURSE – BB24C03					
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

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BB24C01	CONTEMPORARY MANAGEMENT	Theory	73	2	-	3

Preamble

1. To impart thorough understanding of management fundamentals and diverse managerial functions to students.
2. To empower students with comprehension of essential managerial skills crucial for achieving success in managerial roles.
3. To equip students with knowledge in planning, decision-making, organizing, and controlling, essential for navigating evolving organizational structures, globalization, technological advancements, and diverse workforce dynamics.
4. To integrate the concept of social responsibility into business decision-making processes.

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 with a deeper understanding of their roles and significance within organizational contexts.	K2
CLO3	Identify the advantages and challenges of different functions of management, demonstrating a critical understanding of their implications for organizational effectiveness.	K3
CLO4	Apply budgetary controls & non-budgetary controls promoting efficient and optimal utilization of resources in an organization, showcasing advanced knowledge and skills in management practices.	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

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 - Management Lessons From IKS (*Arthashastra and Thirukkural*).

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 – Role of AI in Management.

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 - Global Management Competencies

***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 & Edition
1	Gareth Jones and Jennifer George	Contemporary Management	McGraw-Hill	2022 & 12 th Edition
2	Harold Koontz, Heinz Weihrich & Mark V. Cannice	Essentials of Management- An International, Innovation and Leadership Perspective	Tata McGraw Hill	2020 & 11 th Edition
3	Gupta CB	Management Theory and Practice	Sultan Chand & Sons	2022 & 21 st Edition
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 & Edition
1	Openstax, David S. Bright, Anastasia H. Cortes	Principles of Management	Open Stax Textbooks	2022 & 1 st Edition
2	Stephen P Robbins; Mary K Coulter	Management	Hoboken, NJ : Pearson	2020 & 15 th Edition

Reference Links:

Sl. No.	Units	Topics	Links	No of Hrs
1	Unit: I, II, III, IV, V	Management, Planning, Decision Making, Organizing, Span of management, Staffing: , Organizational Change, Controlling,	NPTEL: https://archive.nptel.ac.in/courses/110/107/110107150/	12 Weeks
2	Unit: I, II	Concept of Management, Organizing, Controlling, Management & Society, Creativity & Innovation	NPTEL: https://nptel.ac.in/courses/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	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- Singleuse 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 CODE	COURSE NAME	Category	L	T	P	Credit
BB24C02	FINANCIAL ACCOUNTING	Theory	73	2	-	3

Accounting. Preamble:

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

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, principles and the importance of financial accounting.	K1
CLO2.	Recognize the kinds of accounting and use accounting tools through application and implementation.	K2
CLO3.	Associate with the components of final accounts through the application of double-entry book keeping principles	K3
CLO4.	Analyse and perform the accounting operations.	K4

Mapping with Programme Learning 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

Financial Accounting - BB24C02

(73 Hours)

UNIT – I (15 Hours)

Nature of Accounting - ***GAAP*** - Generally Accepted Accounting Principles - Accounting Concepts and conventions – Accounting Cycle – Accounting Equations - AI in Accounting - ***Kinds of Accounts*** - Journal, Ledger - Self Balancing 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 International Accounting standards - 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 & Edition
1	P C Tulsian, Bharat Tulsian, Tushar Tulsian	Financial Accounting	S Chand Publications	2023 & 1 st Edition
2	S.P. Jain ,K.L. Narang, Simmi Agrawal & Monika Sehgal	Financial Accounting	Kalyani Publishers	2022 & 12 th Edition
3	Gupta MP, Agarwal BM	Financial Accounting	S Chand Publications	2023 & 1 st Edition

REFERENCE BOOKS:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication & Edition
1	S.N. Maheswari, Suneel K. Maheshwari, Sharad K. Maheshwari	Financial Accounting for BBA	Vikas Publishing House Private Limited	2018 & 6 th Edition
2	Grewal T.S	Double entry bookkeeping	Sultan hand & Company	2017 & 2 nd Edition

Reference links

Sl. No.	Units	Topics	Links	No of Hrs
1	Unit –1,2,3	Financial Accounting	Swayam: https://onlinecourses.swayam2.ac.in/ce19_cm04/preview	12 Weeks
2.	Unit - 4, 5	Financial Accounting	Swayam: https://onlinecourses.nptel.ac.in/noc23mg80/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 CODE	COURSE NAME	Category	L	T	P	Credit
BB24C03	ORGANISATIONAL BEHAVIOUR	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.

Course Learning Outcome

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

CLO	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

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- Revolutionizing Technology - 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**, AI in Workplace Collaboration and Team Dynamics - **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; AI Application in Organisational Development- ***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 & Edition
1.	Stephen P. Robbins , Timothy A. JudgeNeharika Vohra	Organisational Behaviour	19 th Edition Pearson	2023 & 19 th Edition
2.	Fred Luthans, Brett C. Luthans, Kyle W. Luthans	Organizational Behavior: An Evidence-Based Approach	Information Age Publishing	2020 & 12 th Edition
3.	Dr. F. C. Sharma	Organisational Behaviour	SBPD Publications	2021 & 1 st Edition

Reference Books:

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

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=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&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=v1gigx9fweY&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



DEPARTMENT OF BUSINESS ADMINISTRATION
(BUSINESS PROCECSS MANAGEMENT)

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

SEMESTER II

DEPARTMENT OF BUSINESS ADMINISTRATION
(BUSINESS PROCECSS MANAGEMENT)

2024-2027 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 a 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 responsibility and contribute to solving problems through innovative thinking, collective work, reflection, and self-development.

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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 etiquette, 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 the Business Process Industry.

DEPARTMENT OF BBA (BUSINESS PROCESS MANAGEMENT)
CHOICE BASED CREDIT SYSTEM (CBCS) &
LEARNING OUTCOME BASED CURRICULAR FRAMEWORK (LOCF)
SCHEME AND SYLLABUS OF THE EXAMINATION
2024-2027 Batch
Semester - II

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	
II	I	TAM2302A/ HIN2302A/ FRE2302A	Tamil Paper II / Hindi Paper II / 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	BA24C04	Business Regulatory Framework	CC	5	73	2	3	25	75	100	3
II	III	BA24C05	Business Etiquette and Corporate Grooming	CC	5	73	2	3	25	75	100	3
II	III	BB24C06	Human Resource Management	CC	5	73	2	3	25	75	100	3
II	III	TH24A10/ ES24A04	Mathematics for Management II / Managerial Economics	GE	5	73	2	3	25	75	100	4
II	IV	NM24UHR	Universal Human Values and Human Rights	AECC	2	30	-	-	100	-	100	2
I-II	VI	NM23GAW	General Awareness	AEC	SS	-	-	-	100	-	100	Gr.
II	IV	NME23B2/ NME23A2*	Basic Tamil II / Advanced Tamil II	AEC	-	-	-	-	100	-	100	Gr.
I-IV	VI	COM15SER	Community Services- 30 Hours	GC	-	-	-	-	-	-	-	-
I-V	VI	24BONL1 24BONL2 24BONL3	Online Course 1 Online Course 2 Online Course 3	ACC	-	-	-	-	-	-	-	-

L-Language

E-English

CC – Core Courses

GE – Generic Elective

AEC – Ability Enhancing Course

ACC - Additional Credit Course

CA – Continuous Assessment

ESE - End Semester Examination

* **After class hours**

- Project / Case Study - 25 marks

ASSIGNMENT/ SEMINAR

Maximum - 20 Marks (converted to 5 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.	Main idea supported throughout	Vague sense	No main idea
Organization: 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 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	Points scored
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	Student listens when others talk, both in groups and in class. Student incorporates or builds off of 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.	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 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	Credits
BA24C04	BUSINESS REGULATORY FRAMEWORK	Core	73	2	-	3

Preamble

1. To provide students with a comprehensive understanding of the principles and legal frameworks
2. To integrate modern technologies to enhance the understanding and application of traditional laws for contemporary business challenges.
3. To emphasize ethical practices, cultural values from Indian Knowledge Systems (IKS)

Course Learning Outcomes:

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

CLO Number	CLO Statement	Knowledge Level
CLO 1	Demonstrate an in-depth understanding of the Indian Contract Act, Sale of Goods Act, and Companies Act, including their legal provisions, processes, and applications in real-world business scenarios.	K1
CLO 2	Analyze the significance of employment laws in India and evaluate their impact on employer-employee relationships, including recent legal amendments and the role of digital compliance tools.	K2
CLO 3	Examine emerging trends in business law, including Intellectual Property Rights (IPR), Artificial Intelligence, and International Trade Laws, and assess their legal and ethical implications.	K3
CLO 4	Apply knowledge of business laws and ethical considerations to address challenges in corporate administration, contract enforcement, labor regulations, and sustainability, integrating advanced technologies for effective decision-making.	K4

Mapping with Programme Learning Outcomes

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

S-Strong; M-Medium; L-Low

UNIT I (15 HOURS)

Indian Contract Act: Definition and Essentials of Contract- Types of Contracts-Competent Party-
Usage of AI tools to assess the competency of Parties-Free Consent-Consideration-
 Performance of Contract-Discharge of Contract & Rules for Compensation- Contingent Contract
 & Quasi Contract. Special Contract Act: Indemnity & Guarantee- Bailment & Pledge-Law of
 Agency - Meaning, Modes of creating Agency-Types of Agents- Personal Liability of an Agent
 and Termination of Agency.

UNIT II (14 HOURS)

Sale Of Goods Act: Definition-***Formation of Contract of Sale***- Essentials of a Contract of Sale- Sale and Agreement to sell – Condition and Warranties – Definition and Types of Conditions- Role-***Transfer of property in goods***-Principles of Transfer of Title – Transfer of title by Unpaid Seller and his rights- Actionable Remedies for an Unpaid Seller- Sale of Auction - Characteristics -Auction Terms. Hire Purchase Agreement- Conditions and Terms -***AI and Automation***.

UNIT III (15 HOURS)

Indian Partnership Act and Negotiable Instrument Act: Definition and Essentials of Partnership-Types-Rights, Duties and Relation of Partner. Limited liability Partnership-Salient features of LLP-Difference between LLP and Partnership- Extent and limitation of liability of LLP and partners. Dissolution of Partnership Firms. The Negotiable Instrument Act-Meaning and Characteristics-Types-Parties to a Negotiable Instrument -Negotiation and Assignment-Discharge and Dishonor of Negotiable Instrument-Presumptions as to Negotiable Instruments-Crossing and Bouncing of Cheque-***Application of AI in Cheque Processing***.

UNIT IV (14 HOURS)

Industrial Law: Introduction – Factories Act 1948- Health Safety Welfare measures. Payment of Wages Act : Objectives and Scope of the Act-Deductions from Wages. Payment of bonus Act - ***Objectives and Application of the Act***-Eligibility for Bonus. Payment of Gratuity Act: Objectives-Rules regarding Payment of Gratuity-Recovery of Gratuity-Penalties-Procedure for nomination-Exemption of Employer from Liability. The Employees Provident Funds and Miscellaneous Provisions Act.

UNIT V (15 HOURS)

Companies Act: Introduction- Kinds of Companies – Lifting of Corporate veil- Incorporation Promoters and their Role- Documentation. Memorandum of Association (MoA) - Purpose and Contents – Alteration - Articles of Association (AoA) - Purpose and Contents – Alteration. Prospectus - Introduction- Contents – Types. Directors-Types, Power and duties. Company meetings and proceedings-Kinds. Winding up of company-Kinds.***AI-Driven Corporate Administration***.***IKS Views on Ethical Liquidation***.

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

Text Books:

S.No	Author(s)	Title of the Book	Publisher	Year of Publication and Edition
1	Tulsian.P.C	Business Law	S. Chand Publishing.	2023 (1st Edition)
2	N D Kapoor	Elements of Mercantile Law	Sultan Chand& Sons	2021 (39 th Revised Edition)

Reference Books:

S.No	Author(s)	Title of the Book	Publisher	Year of Publication and Edition
1	Dr.G.K. Varshney	Business Regulatory Framework	Sahitya Bhawan Publications	2022 (4 th Edition)
2	N D Kapoor	Elements of Mercantile Law	Sultan Chand& Sons	2021 (39 th Edition)

Blended Learning Links:

S.No	Unit	Topic	Blended Learning Links
1.	I	Usage of AI tools to assess the competency of Parties	https://youtu.be/nhVGxEc7nkA?si=eptjq64vsgUI115
2.	III	Formation of Contract of Sale	https://youtu.be/li4NopFWoXE?si=MSJjZengcVyFVne z
3.		Transfer of property in goods	https://youtu.be/2Um847XTjDQ?si=GkQcvSVutW0Vg Ufb
4.		AI and Automation in Hire Purchase Agreements	https://youtu.be/lGsdBrKQTKs?si=UDeFFpAQOyJ4b av
5.	III	Application of AI in Cheque Processing	https://www.youtube.com/watch?v=AQdYf0JN3OE
6.	IV	Objectives and Application of the Payment of Bonus Act	https://www.youtube.com/watch?v=gPMoRTkcYzc
7.	V	AI-Driven Corporate Administration	https://youtu.be/DnBtTF7ASGw?si=yhMKrdBYeEbYS 4KV
8.		IKS Views on Ethical Liquidation	https://youtu.be/5-ZhzEJX-kU?si=hWJU- N6Vf7b9kcAz

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

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BA24C05	BUSINESS ETIQUETTE AND CORPORATE GROOMING	Theory	73	2	-	3

Preamble

1. To develop essential skills in business etiquette, communication, and professionalism
2. To equip students to excel in professional interactions and adapt to dynamic workplace scenarios.
3. To prepare students to navigate professional challenges with confidence and empathy by blending core etiquette principles with advanced tools.

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 etiquette, workplace courtesy, and professional communication, and their significance in fostering effective workplace relationships and creating a positive professional image.	K1
CLO2	Associate the use of AI tools and Indian Knowledge Systems (IKS) with practical workplace scenarios to enhance task management, workplace courtesy, ethical decision-making, and professional interactions.	K2
CLO3	Apply key concepts of business attire, grooming, stress management, and time management to professional settings, ensuring alignment with organizational expectations and cultural sensitivities.	K3
CLO4	Analyze workplace challenges related to communication, conflict resolution, and professional behavior, leveraging AI, AR/VR tools, and IKS principles to propose effective and innovative solutions.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	M	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

UNIT – I (15 Hours)

Business Etiquette: Introduction-Definition of Business Etiquette - ABCs of etiquette- meeting and greeting scenarios- Principles of exceptional work behavior-Role of good manners in business - ***Use of AI tools for prioritizing tasks and managing schedules***-Key Functions- Principles of Professional management -Professional conduct and personal spacing- ***Applying ancient Indian wisdom for fostering respect, empathy, and holistic workplace interactions***.

UNIT – II (14 Hours)

Workplace Courtesy and Business Ethics: Meaning of Workplace Courtesy- Practicing common courtesy and manners in a workplace-Etiquette at formal gatherings- Professional qualities expected from an employer's perspective - ***Application of IKS: Values like integrity and dedication***- Hierarchy and Protocol. Ethical issues - conflict resolution strategies - Real life workplace scenarios-***Leveraging AI to monitor and enforce workplace courtesy policies***.

UNIT-III (14 Hours)

Corporate etiquette: Meaning- Dressing and grooming skills-Workplace Etiquette- ***AI tools for monitoring workplace behavior and feedback***. Business etiquette-meeting etiquette-Telephone Etiquette-email etiquette- Professional Competencies- Time management -Team Skills-Stress Management-Attention to detail- ***IKS on maintaining politeness and respect in digital communication***.

UNIT IV (15 Hours)

Business Communication: Introduction-Principles of effective Communication – Barriers to Communication – Communication etiquette- Communication through Reports – Agenda- Minutes of Meeting - Resume Writing. Interview Skills-Stages of Interview-Group Discussion-***Critical success factors of Group Discussion***- Answering Strategies- Social Conversation Skills-Presentation Skill-Difference between Conversations and Presentation-Critical success factors of Presentation--***Creating Engaging presentations with Artificial Intelligence***

UNIT V (15 Hours)

Business Attire& Professionalism: Introduction to Business Attire-Nature-Importance- Guidelines for appropriate business attire. Professionalism- Importance, Functions and Types - ***AR/VR tools for simulating professional scenarios and honing skills***.Business style and Professional image-Nature, elements, functions and importance -***IKS teachings on simplicity and authenticity in personal presentation***. Dress code-Importance and Types -Grooming for success-Importance- Key functions of Grooming for success.

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

Textbooks:

S.No	Author(s)	Title of the Book	Publisher	Year of Publication and Edition
1.	Michael Vaz, Aurara Vaz	Business Etiquette and Corporate Grooming	Manan Prakashan	2024 (1 st Edition)
2.	Dr. Sanober Hussaini	Business Etiquette and Corporate Grooming	Sheth Publishers	2024 (1 st Edition)
3.	Courtland L. Bovee and John V. Thill	Excellence in Business Communication	Pearson	2023 (14th Edition)

Reference Books:

S.No	Author(s)	Title of the Book	Publisher	Year of Publication and Edition
1.	Lydia E. Anderson and Sandra B. Bolt	Professionalism: Skills for Workplace Success	Pearson	2023 5th Edition
2.	Peter Post, Anna Post, Lizzie Post	Etiquette Advantage in Business: Personal Skills for Professional Success	Harper Collins Leadership	2023 3rd Edition
3.	Gerard Assey	Professional Business Etiquette & Grooming	Gerard Assey	2022 1 st Edition

Blended Learning Links:

S.No	Unit	Topic	Blended link
1.	I	Use of AI tools for prioritizing tasks and managing schedules	https://www.youtube.com/watch?v=aG2-3zj7Muw
2.		Applying ancient Indian wisdom for fostering respect, empathy, and holistic workplace interactions	https://www.youtube.com/watch?v=b9UvkK2xxr0
3.	II	Application of IKS: Values like integrity and dedication	https://www.youtube.com/watch?v=AyJ1GdNSsJc
4.		Leveraging AI to monitor and enforce workplace courtesy policies	https://www.youtube.com/watch?v=-n4rpBlvIqo
5.	III	AI tools for monitoring workplace behavior and feedback	https://www.youtube.com/watch?v=KXpgtsRPM04
6.		IKS on maintaining politeness and respect in digital communication	https://www.youtube.com/watch?v=LZP1StpYEPM
7.	IV	Critical success factors of Group Discussion	https://www.youtube.com/watch?v=3w32jIsRlsw
8.		Creating Engaging Presentations with Artificial Intelligence	https://www.youtube.com/watch?v=BZ_ObFC7NVA
9.	V	AR/VR tools for simulating professional scenarios and honing skills	https://www.youtube.com/watch?v=iK8OcI_pYbo
10.		IKS teachings on simplicity and authenticity in personal presentation	https://www.youtube.com/watch?v=Gexiwsa7Gc0

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

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BB24C06	HUMAN RESOURCE MANAGEMENT	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 training program, evaluating training results and evaluating a company's implementation of a performance-based pay system.
4. To understand the importance of HR Analytics, HR Audit and metrics

Course Learning 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 Learning Outcomes

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

S-Strong; M-Medium; L-Low

UNIT – I (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***, Ancient Wisdom for Modern HR: Valmiki's Perspectives - 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- Recruitment Philosophy from IKS (Insights from Artha shastra & Tirukkural) – 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*** – The Role of Practical Learning in Training: Insights from the Gurukul System - 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 - Data-driven DEIB. ***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, Tech-Enabled Employee Self-Service, 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

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

Textbook:

S.No	Author(s)	Title of the Book	Publisher	Year of Publication and Edition
1	Aswathappa & Sadhna Dash	Human Resource Management, Text & Cases	Mcgraw Hill	2023 & 10th edition
2	Gary Dessler & Biju Varkey	Human Resource Management	Pearson Publisher	2023 & 16 th edition

Reference Books:

S.No.	Author(s)	Title of the Book	Publisher	Year of Publication and Edition
1	Dr. Shikha Kapoor	Human Resource Management	Taxmann	2023 & 2 nd edition
2	IIBF	Human Resource Management	Macmillan	2023 & 1 st edition
3	Rahul Kumar Das	Human Resource Management	Notion Press	2022 & 1 st edition

Blended Learning links:

S. No.	Units	Topics	Links
1	I	Objectives and Nature of HRM – Evolution of HRM - Functions & Importance of HRM – Qualities, and Role of HR Manager	https://archive.nptel.ac.in/courses/122/105/122105020/
		HRM in changing environment -Challenges in HRM	https://www.youtube.com/watch?v=awUPBxAetlU
2.	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.	III	Training and development of Employees – Training Objectives – Need for Training	https://archive.nptel.ac.in/courses/122/105/122105020/
4.	IV	Compensation –meaning, Essential, types	https://www.youtube.com/watch?v=c75U2xofWEM
		Career Planning	https://www.youtube.com/watch?v=-3gpquAjjos
5.	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.



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

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

SEMESTER III

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

2024-2027 Batch

DEPARTMENT OF BUSINESS ADMINISTRATION
(BUSINESS PROCESS MANAGEMENT)
CHOICE BASED CREDIT SYSTEM (CBCS) & LEARNING OUTCOME
BASED CURRICULAR FRAMEWORK (LOCF)
SCHEME AND SYLLABUS OF EXAMINATION
2024-27 Batch
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	Tamil Paper III / Hindi Paper III / French Paper III	L	4	58	2	3	25	75	100	3
	II	ENG2403A	English Paper III	E	4	58	2	3	25	75	100	3
	III	BB24C07	Production and Materials Management	CC	7	103	2	3	25	75	100	5
	III	BB24C08	*Marketing Management	CC	5	73	2	3	25	75	100	4
	III	RM24A01 /IB24A01	Business Economics/International Economics	GE	5	73	2	3	25	75	100	4
III	III	BA24SB01	Retail, CPG and Market Research	SEC	3	43	2	-	100	-	100	3
III	IV	NM23DTG	Design Thinking	AECC	2	30	-	-	100	-	100	2
I-V	VI	24BONL1 24BONL2 24BONL3	Online Course 1 Online Course 2 Online Course 3	ACC	-	-	-	-	-	-	-	-

L-Language E-English

CC – Core Courses CA – Continuous Internal Assessment

GE – Generic Elective ESE - End Semester Examination

AEC – Ability Enhancing Course SEC – Skill Enhancement Course Self-Study

ACC- Additional Credit Course

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

The following changes in the assessment pattern for 2024 - 27 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

Evaluation pattern for Core courses in COURSERA –

* Internal evaluation through COURSERA for CA only,

COURSERA conducted for 100 & converted to 25, ESE evaluation for 75 marks

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

Assessment pattern for Design Thinking

Quiz after each module of class hours : 50 marks

Assignment after each unit : 25marks

A project submission at the end of course : 25 marks

Total : 100 Marks

Evaluation pattern for SBS Theory - Retail, CPG and Market Research:

Test 1 : 30 Marks (Conducted for 50 marks and converted to 30 Marks)

Test 2 : 50 Marks

Assignment : 10 Marks

Seminar : 10 Marks

Total : 100 Marks

COURSE NUMBER	COURSE NAME	Category	L	T	P	Credit
BB24C07	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 Outcome

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	Analyze 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	L	S	S	S	S
CLO2	S	S	M	S	M
CLO3	S	M	S	L	S
CLO4	S	S	M	S	S

S-Strong; M-Medium; L-Low

PRODUCTION AND MATERIAL MANAGEMENT – BB24C07 (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***. Circular Economy in Production

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 inventories – EOQ- Safety Stock - Re-order Point – KANBAN – JIT– Outsourcing. Material Planning, Material Handling: Meaning – Principles - Categories of Material Handling Equipment.

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 of Publication
1	Dr. F.C. Sharma	Production & Materials Management	Mahavir Publication	2024
2	Tony K. Arnold, Steve Chapman, Lloyd M. Clive, Ann K. Gatewood	Introduction to Materials Management	9 th edition Pearson	2022
3	K.Aswathappa	Essentials of Production Management	Himalaya Publishing House	Revised Edition 2021

Reference Books:

S. No	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Dr.K. Vidyakala, Dr.N. Kathiravan, Dr.K. Nithyakala	Production and Materials Management	Bonfring Publishers	2018
2.	Chunawalla & Patel	Production and Operations Management	Himalaya Publishing House.	2022
3	Marc Helmold & Brain Terry	Operations and Supply Management 4.0 Industry Insights, Case Studies and Best Practices	Springer Cham	2021
4	Ankita Agrawal	Production and Materials Management	Horizon Press	2022

Pedagogy: Chalk & 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 youtube 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/yWIAOFs04go
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 SigmaBelts	NPTEL Video https://www.youtube.com/watch?v=Xi12Lwmz5dE https://www.youtube.com/watch?v=vmdBI4BXkGU
13	Lean Manufacturing and World Class Manufacturing	NPTEL Video Lean Manufacturing: https://www.youtube.com/watch?v=G_0bl6FH0_c NPTEL Video World Class Manufacturing: https://www.youtube.com/watch?v=l_FMr9HfEGk
14	AI, Virtual and Augmented Reality Applications in Production	NPTEL Video: https://www.youtube.com/watch?v=zLMgdYI82IE

COURSE CODE	COURSE NAME	Category	L	T	P	Credit
BB24C08	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 analyse, select marketing channels and promotion aspects
- To analyse the latest developments in marketing and its application

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify and recall fundamental marketing concepts, functions, and the micro and macro marketing environment.	K1
CLO2	Explain the role of product management, pricing strategies, distribution channels, branding, packaging, segmentation, and buyer behavior in effectively marketing goods and services.	K2
CLO3	Apply marketing research techniques, digital marketing strategies, and data-driven insights to assess evolving market trends and consumer behavior.	K3
CLO4	Analyze contemporary marketing developments, including AI-driven personalization, ethical marketing, and sustainable practices, to facilitate informed decision-making.	K4

Mapping with Programme Learning Outcomes

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

S-Strong; M-Medium; L-Low

MARKETING MANAGEMENT- BB24C08**(73 HOURS)****UNIT – I (15 Hours)**

Introduction to Marketing: Overview - Nature - Objectives - Functions and Factors

- Marketing Environment – Micro and Macro – Application of Marketing Mix & Approaches in Digital Era - Buyer Behaviour- Factors influencing buyer behaviour - Buyer decision-making process and roles -Consumer vs Organisational buyers - Buyer behaviour and Marketing strategies- Future Ready Marketing.

UNIT – II (15 Hours)

Product: Introduction 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 – Pricing Methods and strategies and Price adjustment strategy - Market Segmentation, Targeting and Positioning - Introduction - Importance – Steps – Elements - Strategies. Sales Promotion Tools - Sales Force Management - Introduction to Customer Lifetime Value.

UNIT – IV (14 Hours)

Channel of Distribution: Introduction – Objectives - Functions- Types and Levels of distribution channels - Selection Factors and Intermediaries- Channel Management decisions – Omnichannel distribution – Distribution Problem. Marketing Research- Objectives- Elements - Marketing Information-Intelligence – Importance and role in informed decision making

UNIT – V (15 Hours)

Contemporary Marketing Trends: 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 driven Marketing & personalization – Sustainable and Ethical Marketing - Social, Ethical and Legal Aspects of Marketing

Case study (internal valuation only)

Text books:

S.No	Author(s)	Title of the Book	Publisher	Year & Edition
1.	Philip Kotler	Marketing Management	Pearson Publishers	2024 & 17 th Edition
2.	V.S. Ramasamy and S. Nama kumari	Marketing Management: Indian Context Global Perspective	Sage Publications India Pvt Ltd	2024 & 8 th Edition
3.	Torben Hansen	Marketing Management	Pearson Europe	2024 & 5 th Edition

Reference Books:

Sl.No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Dr. Ruchi Gupta , Er. Jayakar Sodagiri	Principles of Marketing	Scholar Tech Press	2024 & 2 nd Edition
3	Greg Marshall and Mark Johnston	Marketing Management	McGraw-Hill	2023 & 4 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- e-commerce
	https://www.coursera.org/learn/marketing-analytics?specialization=digital-marketing#modules
	https://www.coursera.org/learn/marketing-channels?specialization=digital-marketing#modules
	https://www.coursera.org/specializations/marketing-strategy#courses
	https://www.coursera.org/learn/brand-management#modules
	https://www.coursera.org/learn/positioning
	https://www.coursera.org/learn/marketingchannelfunctions
	https://www.coursera.org/learn/uva-darden-artificial-intelligence-marketing

COURSE CODE-	COURSE NAME	Category	L	T	P	Credit
RM24A01	BUSINESS ECONOMICS	Theory	73	2	-	4

Preamble

1. To introduce foundational concepts of Economics and its relevance to business decision-making.
2. To develop understanding of demand, supply, production, cost, revenue, and market mechanisms for managerial applications using both traditional and AI-driven methods.
3. To explore pricing and distribution theories, including the latest applications like AR/VR and the digitalization of pricing strategies.
4. To analyze factors of production, wages, rent, interest, profit, and unemployment using both classical and modern theories.
5. To enable learners to comprehend national income, inflation, trade cycles, and ancient Indian economic thought, integrating modern analytics and historical frameworks.

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	Explain economic principles like elasticity, laws of returns, market types, factor pricing theories, and inflation.	K2
CLO3	Apply economic tools to measure demand elasticity, cost and revenue, price mechanisms, and national income through traditional and modern methods.	K3
CLO4	Analyze market behaviour, pricing under various markets, unemployment, inflation trends, data - driven economic decisions.	K4

Mapping with Programme Learning Outcomes

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

S- Strong; M-Medium L - Low

UNIT- I (15 Hours)

Meaning and Definition of Economics - Nature - Scope - Firm- Industry- Objectives of firm - Profit Maximization-Social responsibilities of firm - relationship between micro, macro and managerial economics - ***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 - Factors - functions - ***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 - Ancient Indian Practices on governance, economics, and trade- (Kautilya's Arthashastra)

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

Text book:

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

Reference Books:

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

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

Blended Learning Links:

Unit	Topic	Blended Learning Links
I	Demand - Meaning - Types	https://www.youtube.com/watch?v=CNaDxQqViSM
II	Least cost combination	https://www.youtube.com/watch?v=h1XAXpurR64
	Types of Utility	https://www.youtube.com/watch?v=BZ4gpd1cxkM&p=ygUPI3V0aWxpdHljaGFwdGVy
	Law of Returns	https://www.youtube.com/watch?v=OhEcCvaBkn0
	Law of Variable Proportions	https://www.youtube.com/watch?v=CG3YXX3O2RU
III	Fundamentals of Pricing	https://www.youtube.com/watch?v=ezaAVPFvZl0
	Pricing under perfect competitions	https://www.youtube.com/watch?v=ZlUPFRelMn4
	Pricing under Oligopoly	https://www.youtube.com/watch?v=nI8LbJ6r5V0
	Pricing under Duopoly	https://www.youtube.com/watch?v=9mtNySa8qr4
	The Four Step Process	https://www.youtube.com/watch?v=IAItvJotSZY
IV	Causes for wage difference	https://www.youtube.com/watch?v=Y9YEV3PtzaM
	Trade Union and wages	https://www.youtube.com/watch?v=bzhLCPTQzoE
	Rent - Ricardian theory rent	https://www.youtube.com/watch?v=vmP32Oo6ryg
	Theories of Profit -Unemployment	https://www.youtube.com/watch?v=IwZq3pCMUGk
V	Problems- Uses	https://www.youtube.com/watch?v=gbBDVvw2zNA
	Inflation - Types	https://www.youtube.com/watch?v=eqM_U4y4Hqs
	Trade Cycle	https://www.youtube.com/watch?v=YuO5-9Yu5gl
	Stages of trade cycle	https://www.youtube.com/watch?v=uRVm925dluQ
	Balance of Payments	https://www.youtube.com/watch?v=5_p5zk5qQos

COURSE NUMBER	COURSE NAME	CATEGORY	L	T	P	CREDIT
IB24A01	INTERNATIONAL ECONOMICS	Theory	73	2	-	4

Preamble

1. To understand the concepts of international trade patterns, trade policies and address topical issues of international economics.
2. To acquire the analytical methods needed and understanding of how and when to apply different models and approaches to events in the world economy.
3. To offer explanations of the international pattern of trade and specialization and of the reasons why similar economies often trade more with each other than with dissimilar ones.
4. To provide an understanding of the intellectual and practical problems that arises from the economic interaction between countries.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1.	Understand major recent developments in the world trading system and analyze their effects on countries' economies and on the wider international community.	K1
CLO2.	Explain how international economic theory has been shaped by real world events and economic reasoning to the analysis of a wide range of policy issues.	K2
CLO3.	Describe the economic effects of policy interventions including tariffs, quotas, export subsidies, anti- dumping duties, countervailing duties and the creation of preferential trading agreements.	K3
CLO4.	Apply a specific framework to illustrate the connection between a variety of models and approaches.	K4

Mapping with programme Learning outcomes

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

S- Strong; M-Medium, L-Low

UNIT - I (14 Hours)

Introduction to International Economics – Nature – Scope - Factors Influencing International Economics – ***The production possibility curve***- Demand - Law of Demand- Types of Demand - Supply- Law of Supply- Equilibrium - the community indifference curve – ***The offer curve*** – Mill’s theory of reciprocal demand- Kautilya’s Arthashastra on Economic Policies

UNIT - II (15 Hours)

Haberler’s theory of opportunity cost – Kravis’s theory of availability – ***Linder’s theory of trade and demand*** – Posner’s imitation or technological gap theory – Vernon’s product cycle theory – ***Kenon’s theory of Human capital*** – Emmanuel’s theory of unequal exchange.

UNIT - III (15 Hours)

Pricing and Pricing Decisions - Pricing and Output decisions – Domestic market structure and performance in Global markets – Changes in the Global Market Structure - ***Methods of pricing - differential pricing*** - Government intervention and pricing – International Price discrimination and dumping- Role of Indigenous Guilds (Shrenis) in Regulating Prices - Application of AR and VR in global pricing strategies.

UNIT - IV (15 Hours)

Imperfect Competition and trade-- Externalities and protectionism- Empirical evaluation of importance - Welfare comparisons across countries - FDI and Investment Decisions - Risk and Uncertainty in Managerial Decision making in Domestic and International Market- Trade, Growth, Development, Inequality and Poverty Relationships

UNIT - V (14 Hours)

International Fiscal Policies - Business Cycle Stages - Inflation and Deflation- Anti Money laundering - Balance of Payments – Developments in the pattern of trade – ***Exchange Values and Currency devaluation***- Defining Balance of Trade and Balance of Payment. - Equilibrium and disequilibrium in BOP -Measures to correct BOP disequilibrium. - BOP in India– Trade Blocs and Monetary units.

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

Text Book:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Paul Krugman, Maurice Obstfeld, Marc Melitz	International Economics: Theory and Policy, Global Edition	Pearson publication	2024 12th Edition
2	Robert Carbaugh	International Economics	Cengage Learning	2023, 18th Edition

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Dominick Salvatore	International Economics (An Indian Adaptation)	Wiley	2024, 13th Edition
2	B. Mahadevan, Vinayak Rajat Bhat, and Nagendra Pavana R.N.	Introduction to Indian Knowledge System: Concepts and Applications	PHI Learning	2022 & Eastern Economy Edition
3	M.L.Jingan	International Economics	Vrinda Publishing	2021& 4th Edition

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

Blended Learning Links:

Unit	Topic	Blended Learning Links
I	The production possibility curve	https://www.youtube.com/watch?v=O6XL_2CDPU
	The offer curve	https://www.youtube.com/watch?v=SH1GdXQcVAY
II	Linder's theory of trade and demand	https://www.youtube.com/watch?v=hlQHErRhrrsk
	Kenon's theory of Human capital	https://www.youtube.com/watch?v=juGedHeFxKM
III	Methods of pricing	https://www.youtube.com/watch?v=q0iX3OZW_E4
	Differential pricing	https://www.youtube.com/watch?v=ts-2YZSia2k
V	Exchange Values and Currency devaluation	https://m.youtube.com/watch?v=8omoIQ_-IvM

COURSE CODE	COURSE NAME	Category	L	T	P	Credits
BA24SB01	RETAIL, CPG AND MARKET RESEARCH	Theory	43	2	-	3

Preamble

1. To explore research methodologies across market, retail, consumer, and media domains with a focus on their application in the BPS industry.
2. To highlight the integration of AI, Big Data, and automation in modern research practices for effective decision-making in BPS.
3. To gain insights into digital tools and ethical practices for data-driven research in a rapidly evolving BPS landscape.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the key research methodologies in market, retail, consumer, and media research, and differentiate their applications in BPS operations.	K1
CLO2	Associate the role of emerging technologies such as Artificial Intelligence, Big Data Analytics, Predictive Analytics, Blockchain, and IoT in enhancing research quality and real-time decision-making in the BPS industry.	K2
CLO3	Analyze the impact of technological innovations and ethical data practices on consumer privacy, data security, and sustainable business practices in a global and digital BPS environment.	K3
CLO4	Apply research techniques and tools to assess consumer preferences, retail performance, and media effectiveness, integrating advanced dashboards, automation, and CRM systems.	K4

Mapping with Program Learning Outcomes

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

S-Strong; M-Medium; L-Low

UNIT-I (9Hours)

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*-** ***Predictive Analytics in BPS Market Research***

UNIT-II (9Hours)

Retailing: Meaning- Functions-Role and Significance of a retailer- Retail Function Flow- Retail Formats-Strategy behind different formats - Organized vs Unorganized Retailing – Challenges Faced by Unorganized Retail from Organized Retail- ***Emerging Retail Models in BPS*- *Use of AI in Retail Operations* –*Automation and RPA in Retail Processes*-** Retail Environment and Legislations- Technological Innovations in Retail – Customer Experience (CX) in Retail –Recent Developments in Indian Retail – Global Retailers and Their Impact – Future of Retailing – ***Future of AI in Retail* – *Use of Big Data and Predictive Analytics in Retail ***.

UNIT-III (9Hours)

Retail Research: Meaning – Importance -Benefits– Types– Characteristics of Retail Data – Sources and Collection Methods of Retail Data – Retail Data Validation and Quality Checks – Retail Reports and Dashboards – Product Coding and Classification – Product Reference and Features — Store Reference and Price Range Analysis – Customer Segmentation and Purchase Behavior – ***Retail Analytics and Insights* – *Predictive Analytics in Retail Research* –Key Benefits and Implementation of RPA (Robotic Process Automation) in Retail Research –*AI Applications in Retail Data Analysis* – Use of Cloud-based Retail Data Platforms – *Real-time Data Processing and Visualization* –*Compliance and Security in Retail Research***

UNIT-IV (8 Hours)

Consumer Research :Overview- Methodologies– Consumer Research Cycle – Consumer Marketing Research – Use of AR and VR in Consumer Research –***Role of AI in Understanding Consumer Preferences*** –Consumer Goods Classification: Consumer Goods vs. Industrial Goods – Concept and Significance of Consumer-Packaged Goods (CPG) – CPG Industry Overview – Global CPG Manufacturers – CPG and Market Research (MR) Offerings – Consumer Behavior and Decision-Making Process – Key Influencers of CPG Purchase –***Customization and Personalization in CPG Marketing*** –Integration of CRM and CPG Data – ***Principles of Indian Knowledge Systems (IKS) in Consumer Research* –*Ethical Considerations and Data Privacy in Consumer Research***.

UNIT-V (8Hours)

Media & Panel Research: Introduction and Importance – Types of Media Research – Characteristics of Media Data – Media Data Validation – Media Research Reports –Audit and Its Importance – Panel Data – Types of Consumer Panels –Uses- Panel Research Reports– Role of Internet in Retailing – ***AI-Driven Media Research* –*Big Data in Media Insights*** – Social Media and Influencer Tracking – ***Cloud-Based Media Analytics*** –Real-Time Dashboards and Reporting.

Textbook

TCS Material

Reference Books:

S.No	Authors(s)	Title of the Book	Publisher	Year of Publication & Edition
1	Theodore K. Tarnanidis and Nikolaos Sklavounos	New Trends in Marketing and Consumer Science	IGI Global	2024 & 1st Edition
2	Jack W. Plunkett	Plunkett's Retail Industry Almanac 2025: Retail Industry Market Research, Statistics, Trends and Leading Companies	Plunkett Research	2024 & 1st Edition

Blended Learning Links:

Units	Topic	Links
Unit I	Current trends in AI market research	https://onlinecourses.nptel.ac.in/noc24_mg05/prview?utm_source=
	Big Data Analytics in Market Research	https://onlinecourses.nptel.ac.in/noc20_mg30/prview?utm_source=
	Predictive Analytics in BPS Market Research	https://onlinecourses.nptel.ac.in/noc23_ma46/prview?utm_source=
Unit II	Emerging Retail Models in BPS	https://onlinecourses.nptel.ac.in/noc24_mg82/prview?utm_source=
	Use of AI in Retail Operations	https://onlinecourses.nptel.ac.in/noc24_mg05/prview?utm_source=
	Automation and RPA in Retail Processes	https://onlinecourses.nptel.ac.in/noc21_me32/prview?utm_source=
	Future of AI in Retail	https://archive.nptel.ac.in/courses/110/105/110105158/?utm_source=
	Use of Big Data and Predictive Analytics in Retail	https://onlinecourses.nptel.ac.in/noc24_cs65/preview?utm_source=
Unit III	Retail Analytics and Insights	https://onlinecourses.nptel.ac.in/noc24_cs65/preview?utm_source=
	Predictive Analytics in Retail Research	https://archive.nptel.ac.in/courses/111/106/111106164/?utm_source=
	AI Applications in Retail Data Analysis	https://onlinecourses.nptel.ac.in/noc24_mg05/prview?utm_source=
	Real-time Data Processing and Visualization	https://onlinecourses.nptel.ac.in/noc20_mg24/prview?utm_source=
	Compliance and Security in Retail Research	https://onlinecourses.nptel.ac.in/noc23_cs127/prview?utm_source=
Unit IV	Role of AI in Understanding Consumer Preferences	https://onlinecourses.nptel.ac.in/noc22_mg47/prview?utm_source=
	Customization and Personalization in CPG Marketing	https://nptel.ac.in/courses/110107627?utm_source=
	Principles of Indian Knowledge Systems (IKS) in Consumer Research	https://onlinecourses.nptel.ac.in/noc23_hs90/preview?utm_source=
	Ethical Considerations and Data Privacy in Consumer Research	https://onlinecourses.nptel.ac.in/noc24_cs121/prview?utm_source=
Unit V	AI-Driven Media Research	https://onlinecourses.nptel.ac.in/noc22_cs56/preview?utm_source=
	Big Data in Media Insights	https://onlinecourses.nptel.ac.in/noc23_cs112/prview?utm_source=
	Cloud-Based Media Analytics	https://www.youtube.com/watch?v=b6cEnvx1qQg

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:

- To expose the students to the concept of design thinking as a tool for innovation
- To facilitate them to analyze the design process in decision making
- 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

NM23DTG - DESIGN THINKING

(30 Hours)

UNIT – 1 (6 Hours)

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

UNIT – II (6 Hours)

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 Ideate - 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/veixQsRnZ 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/109104109/L19.html



**PSGR
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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)**

2024-2027 Batch

Semester - IV



BACHELOR OF BUSINESS ADMINISTRATION (BUSINESS PROCESS MANAGEMENT)
CHOICE BASED CREDIT SYSTEM (CBCS) &
LEARNING OUTCOMES - BASED CURRICULUM FRAMEWORK (LOCF)
SCHEME & SYLLABUS OF EXAMINATION
2024-2027 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	ENG2404A	English Paper IV	E	4	58	2	3	25	75	100	3
IV	III	BB24C09	Financial Management	CC	6	88	2	3	25	75	100	5
IV	III	BA24C10	Supply Chain Management for Business Process Services	CC	6	73	2	3	25	75	100	4
IV	III	BA24A02	Banking for Business Process Services	GE	5	73	2	3	25	75	100	4
IV	III	BB24SB01	Finance and Accounting for Business Process Services	SEC	3	43	2	-	100	-	100	3
IV	IV	NM23EII	Entrepreneurship and Innovation (IgniteX)	AECC	2	30	-	-	100	-	100	2
IV	IV	NM24EVS	Environmental Studies	AECC	SS	-	-	-	100	-	100	Gr.
IV	V	COCOACT	Co-Curricular Activities	GC	-	-	-	-	100	-	100	1
I-V	VI	24BONL1 24BONL2 24BONL3	Online Course I Online Course II Online Course III	ACC	-	-	-	-	-	-	-	-

L-Language

CC-Core Courses

GE-Generic Elective

AECC- Ability Enhancement Compulsory Courses

ACC- Additional Credit Course

Gr - Grade

E-English

CA-Continuous Assessment

ESE-End Semester Examination

SEC-Skill Enhancement Course

SS-Self Study

EXAMINATION SYSTEM

Semester system will be followed. A semester consists of a minimum of 90 working days excluding the days of conduct of ESE. There will be a Continuous Internal Assessment (CA) to evaluate the performance of students in each course and the End Semester Examination will be held at the end of every semester. Marks for ESE and CA with reference to the maximum marks for the courses will be as follows:

CA Question Paper Pattern and Distribution of marks- Language and English

Section A	5 x 1 (No Choice)	= 5 Marks
Section B	4 x 5 (4 out of 6)	= 20 Marks (250 words)
Section C	2 x 10 (2 out of 3)	= 20 Marks (500 Words)
Total		= 45 Marks

Core & Allied- Theory - (First 3 Units)

One question with a weightage of 2 Marks	: 2 x 3 = 6 Marks
One question with a weightage of 5 Marks (Internal Choice at the same CLO level)	: 5 x 3 = 15 Marks
One question with a weightage of 8 Marks (Internal Choice at the same CLO level)	: 8 x 3 = 24 Marks
Total	= 45 Marks

Model & End Semester Examination – Question paper Pattern and Distribution of Marks - Language and English – UG

Section A	10 x 1 (No Choice)	= 10 Marks
Section B	5 x 5 (5 out of 7)	= 25 Marks (250 words)
Section C	4 x 10 (2 out of 3)	= 40 Marks (600- 700 Words)
Total		= 75 Marks

Core & Allied- Theory

One question with a weightage of 2 Marks	: 2 x 5 = 10 Marks
One question with a weightage of 5 Marks (Internal Choice at the same CLO level)	: 5 x 5 = 25 Marks
One question with a weightage of 8 Marks (Internal Choice at the same CLO level)	: 8 x 5 = 40 Marks
Total	= 75 Marks

Continuous Internal Assessment (CA) Language, English, Core & Allied

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

Skill Based Subject: 100 Marks

Test 1 (Theory – Objective type questions): 50 Marks (100 Marks converted to 50)

Test 2 (Theory – Objective type questions): 50 Marks (100 Marks converted to 50)

Total : 100 Marks

Assessment Pattern for Environmental Studies

Quiz : 50 Marks

Assignment : 25 Marks

Project/ Case study : 25 Marks

Total : 100 Marks

Assessment Pattern for Entrepreneurship and Innovation (Ignite X):

3 Quizzes (25 questions in each quiz) : 50 Marks

30 Venture Activities (Assignment) : 30 Marks

Milestone 3 (pitch deck presentation) : 20 Marks

Total Marks 100

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB24C09	FINANCIAL MANAGEMENT	THEORY	88	2	-	5

Preamble

- To understand the basic concepts, principles, and objectives of financial management.
- To deepen knowledge of all the components of the financial environment of business.
- To equip the necessary skills to make decisions on various financial matters.
- To convey sufficient knowledge for organising financial transactions effectively.

Prerequisite

- Students should have foundational knowledge of accounting principles, business mathematics, and economics.

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	Recognise how the time value of money, cost of capital, capital structures, capital budgeting, working capital, dividends and analytical decisions are used for financial management.	K2
CLO3	Apply financing decisions by implementing tools such as the time value of money, cost of capital, capital structures, capital budgeting, and working capital management techniques to manage financial resources effectively.	K3
CLO4	Analyse and apply critical thinking skills to make effective decisions by utilising 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	S	L	M	M
CLO2	S	S	L	M	M
CLO3	M	S	M	S	M
CLO4	M	S	M	S	M

S-Strong; M-Medium; L-Low

FINANCIAL MANAGEMENT - BB24C09 - 88 HRS

UNIT I: Theory and Problems

(18 HRS)

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

UNIT II: Theory and Problems

(17 HRS)

Financing Decision: Introduction - ESG-based Financing - Cost of Capital – Impact of ESG scores on the cost of capital - Cost of Specific Sources of Capital –Equity – Preferred Stock – Debt – Reserves – Weighted Average Cost of Capital (Simple problems).

UNIT III: Theory and Problems

(18 HRS)

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

UNIT IV: Theory and Problems

(17 HRS)

Capital Budgeting: Introduction - Factors Affecting Capital Expenditure - Methods of Appraisal – AI/ML Applications in Capital Budgeting & Investment Appraisal - Pay Back – Accounting Rate of Return – Net Present Value – Internal Rate of Return - Profitability Index. (Simple problems).

UNIT V: Theory

(18 HRS)

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

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

Text Books

S.No	Author(s)	Title of the Book	Publisher	Year & Edition
1.	Sharma RK, Gupta SP & Neeti Gupta	Financial Management Theory and Practice	Kalyani Publications	2023 Revised & 9 th Edn
2	Prasanna Chandra	Financial Management Theory & Practice	McGraw Hill	2022 Revised & 11 th Edn

Books for Reference

S.No.	Author	Book name	Publisher	Year & Edition
1.	MY Khan & PK Jain	Financial Management	Tata McGraw Hill Publishing	2018 Revised & 8 th Edition
2.	I.M. Pandey	Financial Management	Vikas Publishing	2021 Revised & 12 th Edition
3.	Ravi M. Kishore, Padma Sai Arora	Financial Management	Taxmann	2023 Revised & 9 th Edition

Reference Links

S.No	Unit	Topic	Reference Links
1	I	Objectives of Financial Management	NPTEL Video: https://www.youtube.com/watch?v=CCQwzGwo6o&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=hJ3G5BCU1Q
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=4Z9A1ZVYsEg
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, Problems, Seminar, PPT, Group Discussion, and Case Study.

Course Contents and Presentation Schedule

Unit-1 (18 Hours)					
Module No	Topic	CLO Level	No. of Hours	Content Delivery Methods	Learning Methods
1	Financial Management: Meaning of Finance, Definition and Scope of Finance Function,	CLO1 CLO2 CLO3	2	Chalk & Talk, PPT	Participatory Learning
2	Introduction to Financial Management	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
3	Objectives of Financial Management	CLO1 CLO2 CLO3	1	PPT, OER Video https://www.youtube.com/watch?v=CCQwz_Gwo6o&t=15s	Participatory Learning
4	Financial Management lessons from Arthasastra	CLO2 CLO3	1	Chalk & Talk, PPT	Experiential Learning
5	Role of AI in Financial Management	CLO1 CLO2 CLO3 CLO4	1	Chalk & Talk, PPT	Participatory Learning
6	Time Value of Money	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Experiential Learning
7	Present Value	CLO1 CLO2 CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
8	Future Value	CLO1 CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Problem-Based Learning
9	Lump Sum & Annuity	CLO1 CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Problem-Based Learning
10	Source of Finance	CLO1 CLO2 CLO3	1	PPT, OER Video https://www.youtube.com/watch?v=Jj0LJQlee14	Experiential Learning
11	Long Term, Equity, Preference, Debt	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning

12	Short-Term Bank and Non-Bank Sources	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
13	Financial Planning and Forecasting, Basics of Risk and Return	CLO1 CLO2 CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
14	Introduction to Digital Currency and Crowdfunding	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Experiential Learning
15	Central Bank Digital Currency (CBDC) in India (Digital Rupee) – RBI initiatives and implications.	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
Unit-2 (17 Hours)					
1	Financing Decision: Introduction, ESG-based Financing	CLO1 CLO2	1	Chalk & Talk, PPT	Problem-Based Learning
2	Cost of Capital, Impact of ESG scores on the cost of capital	CLO1 CLO2 CLO3 CLO4	1	PPT, OER Video https://www.youtube.com/watch?v=sjLJKfbpJ7Q	Experiential Learning
3	Cost of Specific Sources of Capital	CLO1 CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Participatory Learning
4	Equity	CLO1 CLO2 CLO3 CLO4	3	Chalk & Talk, PPT	Problem-Based Learning
5	Preferred Stock	CLO1 CLO2 CLO3 CLO4	3	Chalk & Talk, PPT	Problem-Based Learning
6	Debt	CLO1 CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Problem-Based Learning
7	Reserves	CLO1 CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Problem-Based Learning
8	Weighted Average Cost of Capital	CLO1 CLO2 CLO3 CLO4	3	Chalk & Talk, PPT	Problem-Based Learning
Unit-3 (18 Hours)					

1	Capital Structure: Introduction	CLO1 CLO2	1	Chalk & Talk, PPT	Experiential Learning
2	Factors Influencing Capital Structure	CLO1 CLO2	1	PPT, OER Video https://youtu.b e/0wBkjFkR- xg	Problem based Learning
3	Approaches	CLO1 CLO2 CLO3	2	Chalk & Talk, PPT	Experiential Learning
4	MM	CLO1 CLO2 CLO3	2	Chalk & Talk, PPT	Experiential Learning
5	Optimal Capital Structure	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
6	CAPM	CLO1, CLO2, CLO3	1	Chalk & Talk, PPT	Participatory Learning
7	Operating Leverages	CLO1 CLO2 CLO3 CLO4	3	Chalk & Talk, PPT	Problem- Based Learning
8	Financial Leverage	CLO1 CLO2 CLO3 CLO4	3	Chalk & Talk, PPT	Problem- Based Learning
9	Dividend and Dividend Policy	CLO1 CLO2 CLO3 CLO4	2	PPT, OER Video https://www.y outube.com/w atch? v=4Z9AlZVY sEg	Experiential Learning
10	Types of Dividend Policies	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Experiential Learning
11	Forms of Dividend	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
Unit-4 (17 Hours)					
1	Capital Budgeting: Introduction	CLO1	1	Chalk & Talk, PPT	Problem- Based Learning
2	Factors Affecting Capital Expenditure	CLO1 CLO2	1	PPT, OER Video https://youtu.b e/g6UCv4rkZ _Y	Participatory Learning
3	Methods of Appraisal, AI/ML Applications in Capital	CLO1 CLO2	2	Chalk & Talk, PPT	Participatory Learning

	Budgeting & Investment Appraisal	CLO3 CLO4			
4	Pay Back	CLO1 CLO2 CLO3 CLO4	3	alk & Talk, PPT	Problem-Based Learning
5	ARR	CLO1 CLO2 CLO3 CLO4	3	alk & Talk, PPT	Experiential Learning
6	NPV	CLO1 CLO2 CLO3 CLO4	3	alk & Talk, PPT	Problem-Based Learning
7	IRR	CLO1 CLO2 CLO3 CLO4	3	alk & Talk, PPT	Problem-Based Learning
8	Profitability Index	CLO1 CLO2 CLO3 CLO4	1	alk & Talk, PPT	Problem-Based Learning
Unit-5 (18 Hours)					
1	Working Capital Management: Meaning	CLO1	1	alk & Talk, PPT	Participatory Learning
2	Classification, Importance, Determinants of Working Capital	CLO1 CLO2 CLO3	2	PPT, OER Video https://youtu.be/_7vRfFkKb5k https://youtu.be/4KRUjhvwZ1M	Participatory Learning
3	Working Capital Financing	CLO1 CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
4	Importance and Types	CLO1 CLO2 CLO3 CLO4	1	Chalk & Talk, PPT	Participatory Learning
5	Cash Management: Motives for Holding Cash	CLO1 CLO2 CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
6	Objectives of Cash Management	CLO1 CLO2 CLO3	1	PPT, OER Video https://www.youtube.com/watch?v=XUVhuqlg6G0	Experiential Learning
7	Receivables Management:	CLO1	2	Chalk & Talk,	Experiential

	Meaning and Objectives	CLO2 CLO3 CLO4		PPT	Learning
8	Credit policies	CLO2 CLO3	1	Chalk & Talk, PPT	Participatory Learning
9	Financial Analytics: Meaning–Significance	CLO1 CLO2 CLO3	2	Chalk & Talk, PPT	Participatory Learning
10	Introduction to Fintech	CLO1 CLO2	2	Chalk & Talk, PPT	Problem-Based Learning
11	Fintech Techniques and Tools	CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Participatory Learning
12	Application and Future of Fintech	CLO2 CLO3 CLO4	2	Chalk & Talk, PPT	Experiential Learning

Course Designer:

1. Ms. V. Akalya
2. Dr. S. P. Depikaa

S.No	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	26%
2	Experiential Learning	28%
3	Problem-Based Learning	46%

COURSE CODE	COURSE TITLE	Category	L	T	P	Credits
BA24C10	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.

Prerequisite

- Basic knowledge of business operations, supply chain fundamentals, and proficiency in analytical/ERP tools

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

SUPPLY CHAIN MANAGEMENT FOR BUSINESS PROCESS SERVICES-BA24C10-73 HRS

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 * - Digital Twin technology in Supply Chain Simulation

UNIT- II (14 Hours)

Demand Management- Introduction-Concepts-Operation Management in Supply Chain Management- Principles- Supply Chain design, Supply, 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. Drone based inventory tracking *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 – Circular Logistics – Autonomous delivery

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
1	Nada R Sanders, Sidarth S Pathi	Supply Chain Management: A Global perspective	John Wiley& Sons Publishers	2025 (4 th Edition)
2	Chopra, Sunil, and Peter Meindl.	Supply Chain Management: Strategy, Planning, and Operation.	Pearson,	2024 (7 th Edition)

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=ygUPI21lZGljYWxz dG9yYWdl
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

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

CONTENT AND PRESENTATION SCHEDULE

Module No.	Topic	CLO level	No. of periods	Content delivery method	Participatory Learning / Experiential Learning / Problem based Learning
UNIT-I					
1	Supply Chain Management (SCM) - Overview	CLO1 CLO2	1	Lecture – Chalk and Talk /	Participatory Learning
2	Meaning and Definition- Objectives – Importance	CLO1 CLO2	1	Lecture – Chalk and Talk /	Participatory Learning
3	Scope -Types	CLO1 CLO2	1	PPT	Participatory Learning
4	Major drivers of Supply Chain Management	CLO1 CLO2	2	Lecture – Chalk and Talk /	Participatory Learning
5	Supply chain as a profession	CLO1 CLO3	1	PPT	Participatory Learning
6	Need for Supply Chain Management in market today	CLO2 CLO3	2	Lecture – Chalk and Talk	Experiential Learning
7	*Supply chain strategy*	CLO3 CLO4	1	Lecture	Experiential Learning
8	Supply chain metrics	CLO3 CLO4	1	OER	Participatory Learning
9	Basics of Businesses	CLO3 CLO4	1	OER	Participatory Learning
10	*Role of Artificial Intelligence in supply chain Management*	CLO1 CLO4	1	PPT / OER	Experiential Learning
11	*IKS in promoting eco-friendly supply chains *	CLO1 CLO4	2	Blended Mode	Flipped classroom, Role play
12	Digital Twin technology in Supply Chain Simulation	CLO1 CLO4	1	OER	Participatory Learning
UNIT-II					
13	Demand Management- Introduction	CLO1 CLO2	1	PPT/OER	Experiential Learning
14	Concepts	CLO2	1	Lecture – Chalk and Talk	Participatory Learning
15	Operation Management in Supply Chain Management	CLO1 CLO2	1	PPT/OER	Experiential Learning
16	Principles of Supply Chain Management	CLO1 CLO2	1	Lecture – Chalk and Talk	Participatory Learning
17	Supply Chain design	CLO2 CLO3	1	PPT/OER	Experiential Learning

18	Supply Chain planning	CLO2 CLO3	1	PPT/OER	Experiential Learning
19	global order processing	CLO2 CLO3	1	PPT, Lecture	Participatory Learning
20	manufacturing scheduling	CLO3 CLO4	1	PPT/OER	Experiential Learning
21	replenishment, parameters monitoring	CLO3 CLO4	1	PPT/OER	Participatory Learning
22	-*Use of IKS based techniques to minimize waste*	CLO1	1	Video / Observation	Experiential Learning
23	Mass Customization-Levels-Characteristics	CLO2 CLO3	1	Lecture – Chalk and Talk /	Experiential Learning
24	Outsourcing Need and its current Trend- Core competencies-working models	CLO1 CLO2	1	Video / Observation	Experiential Learning
25	*Role of AI in identifying organizational core competencies*	CLO1 CLO2	1	Lecture – Chalk and Talk /	Experiential Learning
26	*Application of Augmented Reality in supply chain management.*	CLO2 CLO3	1	Lecture – Chalk and Talk /	Experiential Learning
UNIT-III					
27	Sourcing & Procurement	CLO3	1	Lecture – Chalk and Talk /PPT	Participatory Learning
28	Introduction-Purchasing cycle	CLO1. CLO2	1	Video / Observation	Experiential Learning
29	types- Inventory models	CLO3 CLO4	1	Lecture – Chalk and Talk /	Participatory Learning
30	Inventory Management	CLO3 CLO4	1	PPT/Lecture	Participatory Learning
31	Inventory terminology, Inventory counting system	CLO3 CLO4	1	PPT/OER	Experiential Learning
32	Drone based inventory tracking	CLO2 CLO3	1	Video / Observation	Experiential Learning
33	*Industry 5.0 implementation for human-robot collaboration*	CLO2 CLO3	1	Blended Mode /	Participatory Learning
34	Vendor Management	CLO2 CLO3	1	Lecture PPT	Participatory Learning
35	Contract Management	CLO2 CLO3	1	Video / Observation	Experiential Learning
36	Elements- Benefits	CLO1 CLO3	1	Video / Observation	Experiential Learning
37	*Enterprise Resource Planning*	CLO2 CLO3	1	Blended Mode	Participatory Learning
38	Role of Enterprise Resource Planning in Supply Chain Management	CLO3 CLO4	1	PPT/Lecture	Participatory Learning
39	Competitive Benefits of Enterprise Resource Planning in Supply Chain Management	CLO3 CLO4	1	PPT/OER	Experiential Learning

40	Enterprise Resource Planning for Supply Chain Management in Overall Organization Growth	CLO3 CLO4	1	PPT/Lecture	Participatory Learning
41	*Future of Procurement with Artificial Intelligence*	CLO2 CLO3	1	ORE / PPT	Participatory Learning
UNIT IV					
42	Logistics Management	CLO2 CLO3	1	Lecture PPT	Participatory Learning
43	History and Evolution	CLO4	1	Lecture PPT	Experiential Learning
44	Elements-Functions	CLO4	1	Lecture PPT	Participatory Learning
45	Distribution management	CLO3	1	ORE / PPT	Experiential Learning
46	Application of AR for supply chain pathways	CLO3	1	Blended Mode	Experiential Learning
47	Transportation Management	CLO2 CLO4	1	Lecture PPT	Problem-based Learning
48	Participants in transportation	CLO2 CLO4	1	Lecture PPT	Participatory Learning
49	Modes of Transportation	CLO2 CLO3	1	Video/PPT	Experiential Learning
50	Warehousing-Types.	CLO2 CLO3	1	Lecture PPT	Problem-based Learning
51	Warehouse Management	CLO1 CLO2	1	Lecture PPT	Experiential Learning
52	System (WMS) -3PL-4PL-Reverse Logistics- Green Logistics	CLO1 CLO2	1	Video / Observation	Experiential Learning
53	*Smart Logistics in Industry 5.0*	CLO3 CLO4	1	Blended Mode	Participatory Learning
54	Intelligent Automation-Intelligent Devices	CLO3 CLO4	1	Video/PPT	Experiential Learning
55	Intelligent systems -Intelligent materials, Circular Logistics & Autonomous Delivery	CLO3 CLO4	1	PPT	Problem-based Learning
UNIT-V					
56	Sales Order Management -Introduction	CLO2 CLO4	1	Lecture PPT	Experiential Learning
57	*Role of Artificial Intelligence in sales order management*	CLO2 CLO3	1	Blended Mode	Participatory Learning
58	After Market Services -	CLO2 CLO3	1	PPT	Experiential Learning
59	*Warranty Management-	CLO1 CLO3 CLO4	1	PPT, Lecture	Participatory Learning
60	Spares management	CLO3 CLO4	1	PPT, Lecture	Experiential Learning
61	Return material authorization-	CLO3 CLO4	1	Video / Observation	Experiential Learning
62	*Block chain in Supply Chain Management*	CLO3 CLO4	1	Blended Mode	Participatory Learning

63	Meaning-Benefits-Uses	CLO3 CLO4	1	Video / Observation	Participatory Learning
64	Role of Block chain in improving supply chain transparency	CLO3 CLO4	2	Brainstorming	Participatory Learning
65	Process Tracking	CLO3 CLO4	1	Brainstorming	Experiential Learning
66	Compliance and reporting	CLO1 CLO2	1	Video / Observation	Experiential Learning
67	Emerging trends in Supply Chain Management	CLO3	1	PPT, Lecture	Participatory Learning
68	*Application of AI in ensuring data accuracy across the supply chain*	CLO4	2	PPT	Experiential Learning

Course Designers

1. Mr. Iyyappan Karthikeyan

SNO	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	45%
2	Experiential Learning	45%
3	Problem Based Learning	10%

COURSE CODE	COURSE TITLE	Category	L	T	P	Credits
BA24A02	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.

Prerequisite

- Comprehensive knowledge of banking laws, procedures, and compliance requirements.

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

BANKING FOR BUSINESS PROCESS SERVICES -BA24A02 – 73 HRS

Unit I (15Hours)

Overview of Banking - Legal aspects of Banking –Banker Customer relationship- Risks and Control –*Role of AI in Fraud Detection and Risk Management* -*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* RegTech (Regulatory Technology) for compliance automation

Unit II (15Hours)

Retail Banking: Introduction- Account Origination – Account Types- 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 - *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 - 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*. Open Banking & Embedded Finance

Unit III (15Hours)

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.* AI-based Credit Scoring & Risk Assessment Models

Unit V (14Hours)

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.

Textbook: TCS Material

Reference Books

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	P. S. Khandelwal	Taxmann's Compliance in Banks	Taxmann Publications Pvt. Ltd	2025 (1 st Edition)
2	Prof. E. Gordon & P. K. Gupta	Banking and Insurance	Himalaya Publishing House Pvt. Ltd..	2025 (1 st Edition)

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_GB_XmIQT_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		Role of AI in Mortgage Loan Processing	https://www.youtube.com/watch?v=cVtprBO9v5I

16	IV	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/

Course Content and Presentation Schedule

Module No.	Topic	CLO level	No. of periods	Content delivery method	Participatory Learning / Experiential Learning / Problem based Learning
UNIT I					
1.	Overview of Banking	CLO1	1	PPT	Problem-based Learning
2.	Functions and Products of a Bank	CLO1	1	Video lecture	Participatory Learning
3.	Legal aspects of Banking-Banker Customer relationship	CLO1	1	PPT	Participatory Learning
4.	Risks and Control	CLO1 CLO2	1	PPT-Class Lecture	Experiential Learning
5.	*Role of AI in Fraud Detection and Risk Management*	CLO1 CLO2	1	Blended Mode	Participatory Learning
6.	Customer service -Customer complaints & Dispute Handling	CLO1 CLO2	1	Video Lecturing	Participatory Learning
7.	Anti-Money Laundering	CLO1 CLO2	1	Video Lecturing	Problem-based Learning
8.	Know your customer	CLO1 CLO2	1	Video Lecturing	Problem-based Learning
9.	*Use of VR for customers to explore banking services remotely*	CLO1 CLO2	1	Blended Mode	Experiential Learning
10.	Components of Information Security and Risk Management	CLO1 CLO2	1	PPT/observation	Participatory Learning
11.	Neo Banking-Meaning-	CLO1 CLO2	1	PPT/Video observation	Participatory Learning
12.	Neo banking vs. Digital Banking	CLO1 CLO2	1	Lecture / Seminar	Participatory Learning
13.	Central Bank Digital Currency	CLO1 CLO2	1	Lecture / Seminar	Experiential Learning
14.	*Application of Artificial	CLO1	1	Blended Mode	Participatory

	Intelligence in Banking*	CLO2			Learning
15.	*Sustainable Banking Inspired by IKS*	CLO1 CLO2	1	Blended Mode	Experiential Learning
UNIT II					
16	Retail Banking: Account Origination - Customer types ,Customer types	CLO2 CLO3	1	PPT-Class Lecture	Problem-based Learning
17	Depository system- Account servicing, Record maintenance	CLO2 CLO3	1	Video lecture	Participatory Learning
18	account closures, signature maintenance- check issuance and payment- Passbook- debit card	CLO2 CLO3	1	PPT	Participatory Learning
19	Internet Banking - Mobile Baking-customer correspondence	CLO2 CLO3	1	Lecture -PPT	Problem-based Learning
20	Grievances redressal-Banking Ombudsman	CLO2 CLO3	1	Lecture -PPT	Participatory Learning
21	ATM Management and Services - challenges	CLO2 CLO3	1	Lecture -PPT	Participatory Learning
22	*Eco-friendly ATM designs inspired by Industry 5.0 principles*	CLO1 CLO2	1	Blended Mode	Participatory Learning
23	White Label ATM -Payment system - Payment instruments - messaging and settlement	CLO1 CLO2	1	Lecture / Seminar	Experiential Learning
24	Retail wealth management- Investment objectives	CLO2 CLO3	1	Lecture / Seminar	Participatory Learning
25	Investment Strategies	CLO2 CLO3	1	Video lecture	Problem-based Learning
26	*Application of robot-advisors for personalized investment*	CLO1 CLO2	1	Blended Mode	Participatory Learning
27	Banking Application Programming Interface	CLO1 CLO2	1	Lecture / Seminar	Experiential Learning
28	Benefits of Internet of Things in Banking-	CLO2 CLO3	1	Lecture / Seminar	Participatory Learning
29	*Role of Virtual Reality in Financial Services*	CLO2 CLO3	2	Blended Mode	Participatory Learning
UNIT III					
30	Cards: Overview of cards- Types- Card features - Card Transactions- Transaction cycle - Stand-in-Processing	CLO2 CLO3 CLO4	1	Video / Observation	Participatory Learning
31	(STIP) authorizations – Settlement- Settlement cycle - statement generation	CLO2 CLO3 CLO4	1	Lecture PPT	Participatory Learning
32	Payment processing - Card operations- Card life cycle- Cards: Charge back & Dispute resolution	CLO2 CLO3 CLO4	1	Video / Observation	Participatory Learning
33	charge back lifecycle-	CLO2	1	Blended Mode	Problem-based

	Customer Service - *roles and responsibilities*	CLO3 CLO4			Learning
34	Fraud Management - *Different types of frauds*- fraud prevention, detection and Investigation	CLO2 CLO3 CLO4	1	Blended Mode	Participatory Learning
35	Card collections, delinquency and recovery-Account Visualization.	CLO2 CLO3 CLO4	1	Seminar / PPT	Problem-based Learning
36	Cash Management: Payments overview and definition	CLO2 CLO3	1	Demonstration	Participatory Learning
37	*major kinds of payment system*-clearing settlement cycle	CLO2 CLO3 CLO4	1	Blended Mode	Experiential Learning
38	various types of fund transfers – Immediate Payment System	CLO2 CLO3	1	Demonstration	Participatory Learning
39	messaging- know your customer- corporate account	CLO2 CLO3	1	Video / Observation	Participatory Learning
40	post account opening below is the product range services	CLO2 CLO3 CLO4	1	Lecture PPT	Experiential Learning
41	Nostro account- Vostro account- risks and liquidity issues	CLO2 CLO3 CLO4	2	Seminar / PPT	Problem-based Learning
42	Risks and liquidity issues	CLO2 CLO3 CLO4	2	Lecture PPT	Experiential Learning
UNIT IV					
43	Mortgages- Purpose of mortgage loan- US mortgage	CLO3 CLO4	1	Video / Observation	Participatory Learning
44	brief history-Federal regulation on borrower's right	CLO3 CLO4	1	Class lecture-PPT	Participatory Learning
45	Mortgage products- Mortgage schemes or programmes	CLO3 CLO4	1	Class lecture-PPT	Participatory Learning
46	*Role of AI in Mortgage Loan Processing*	CLO3 CLO4	1	Blended Mode	Participatory Learning
47	Major parties in the mortgage industry	CLO3 CLO4	1	Lecture-Chalk and talk	Participatory Learning
48	Mortgage loan cycle	CLO3 CLO4	1	Lecture-Chalk and talk	Experiential Learning
49	Mortgage insurance	CLO3 CLO4	1	Lecture-Chalk and talk	Problem-based Learning
50	Mortgage frauds	CLO3 CLO4	1	Lecture-Chalk and talk	Problem-based Learning
51	Recent developments in mortgage industry	CLO3 CLO4	2	Brainstorming	Participatory Learning
52	*Usage of Artificial Intelligence in transformation of mortgage industry*	CLO3 CLO4	2	Blended Mode	Participatory Learning
53	Principles of IKS in Ethical	CLO3	2	Blended Mode	Problem-based

	Lending Practices	CLO4			Learning
UNIT V					
54	Trade Financing	CLO1 CLO3	1	Role-play	Experiential Learning
55	Introduction to trade	CLO3 CLO4	1	Discussion	Participatory Learning
56	Various trade payment method	CLO3 CLO4	1	Lecture-Chalk and talk	Participatory Learning
57	*Role of banks in international trade*	CLO2 CLO4	1	Blended Mode	Participatory Learning
58	Documents in international trade	CLO2 CLO4	1	Lecture-Chalk and talk	Experiential Learning
59	Guarantee /Stand by Letter of Credit (SBLC)	CLO2 CLO4	1	PPT, near pod	Experiential Learning
60	types of guarantee-issuance, amendment	CLO4	1	PPT,Nearpod	Problem-based Learning
61	claim/settlement & cancellation	CLO3 CLO4	1	Brainstorming	Participatory Learning
62	Reimbursement-authorization, claim/ payment, irrevocable undertaking	CLO3 CLO4	1	Brainstorming	Participatory Learning
63	*Basics and outline of UCP 600, ISBP, URC 522, URR 725, URDG and ISP98-Loans & Finances-Value added services*	CLO3 CLO4	1	Blended Mode	Participatory Learning
64	after service-Customer service (voice/non-voice), trade complian	CLO3 CLO4	1	PPT	Participatory Learning
65	trade advisory, customer owner – Importance of trade finance	CLO3 CLO4	1	Spotters	Experiential Learning
66	professionals in banking services	CLO3 CLO4	1	PPT, Near pod	Experiential Learning
67	Overview on specialized training course for CDCS certification	CLO3 CLO4	1	PPT, Near pod	Problem-based Learning

Course Designers

1. Mrs. A. Deepika

SNO	LEARNING METHODS	PERCENTAGE
1	Participatory Learning	40%
2	Experiential Learning	40%
3	Problem Based Learning	20%

COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	CREDIT
BB24SB01	FINANCE AND ACCOUNTING FOR BUSINESS PROCESS SERVICES	THEORY	43	2	-	3

Preamble

- To provide the fundamentals of Business Process Outsourcing, F&A technology and ERP systems.
- To enable the students to understand Accounts Payable, Accounts Receivable, general ledger process, the Supply Chain process and compliance (AML/KYC, Ind-AS/IFRS).
- To familiarize students with F&A control and compliance, Accounting Standards & IFRS.
- To impart knowledge on various Finance & Accounting in BPO scenario, operating models of BPS and quality aspects of F&A.

Prerequisite

- Students should have prior knowledge of financial accounting and organisational processes.

Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Recognize the outsourcing need, AP, AR, GL, and the emerging trends in BPO, F&A technology, supply chain processes, and Blockchain in outsourcing.	K1
CLO2	Understand the outsourcing, AP, AR & GL processes, F&A control, compliance, and AML & KYC regulations.	K2
CLO3	Apply the different operating models of BPS, Indian/US GAAP, IFRS, and performance evaluation using KPIs.	K3
CLO4	Analyze the quality aspects in BPO, AP, AR, GL processes, accounting standards, and measure operational efficiency using KPIs.	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	M	S	M	S
CLO4	M	S	M	L	S

S-Strong; M-Medium; L-Low

FINANCE AND ACCOUNTING FOR BUSINESS PROCESS - BB24SB01 – 43 HRS

Unit I (8 Hrs)

Businesses Outsourcing: Introduction-Need-classification – Strategic Supply Chain - Key trends in F & A technology –Role of Block Chain in Outsourcing.

Unit II (9 Hrs)

Accounts payable & Accounts Receivable.

Unit III (9 Hrs)

General Ledger – Accounting standards.

Unit IV (9 Hrs)

F&A control and compliance - ICOFR - Sarbanes Oxley Act - Information Security- Business Continuity and Disaster recovery Planning - Anti-Money Laundering (AML) & Know Your Customer (KYC).

Unit V (8 Hrs)

Operating model of Business Process services - Cost effectiveness and Process Efficiency - Services Areas in BPS - Transaction Flows in a Business Process Service - Service Level Agreement- Role of Quality in BPS - Key Performance Indicators (KPIs).

TEXT BOOKS: TCS MATERIALS

Course Content and Presentation Schedule

Unit I (8 Hours)					
Module No	Topic	CLO Level	No. of Hours	Content Delivery Methods	Learning Methods
1	Businesses Outsourcing: Introduction	CLO1	2	Chalk & Talk, PPT	Problem based Learning
2	Need	CLO2	1	Chalk & Talk, PPT	Participatory Learning
3	Classification	CLO3	1	Chalk & Talk, PPT	Participatory Learning
4	Strategic Supply Chain	CLO4	2	Chalk & Talk, PPT	Experiential Learning
5	Key trends in F & A technology	CLO4	1	Chalk & Talk, PPT	Problem based Learning
6	Role of Block Chain in Outsourcing	CLO4	1	Chalk & Talk, PPT	Participatory Learning
Unit II (9 Hours)					
Module No	Topic	CLO Level	No. of Hours	Content Delivery Methods	Learning Methods
1	Accounts payable	CLO1 CLO2 CLO3 CLO4	5	Chalk & Talk, PPT	Experiential Learning
2	Accounts Receivable	CLO1 CLO2 CLO3 CLO4	4	Chalk & Talk, PPT	Participatory Learning

Unit III (9 Hours)					
Module No	Topic	CLO Level	No. of Hours	Content Delivery Methods	Learning Methods
1	General Ledger	CLO1 CLO2 CLO4	4	Chalk & Talk, PPT	Participatory Learning
2	Accounting standards	CLO3 CLO4	5	Chalk & Talk, PPT	Experiential Learning
Unit IV (9 Hours)					
Module No	Topic	CLO Level	No. of Hours	Content Delivery Methods	Learning Methods
1	F&A control and compliance	CLO1 CLO2	2	Chalk & Talk, PPT	Participatory Learning
2	ICOFR	CLO2	2	Chalk & Talk, PPT	Participatory Learning
3	Sarbanes Oxley Act	CLO3	2	Chalk & Talk, PPT	Experiential Learning
4	Information Security	CLO2	1	Chalk & Talk, PPT	Problem based Learning
5	Business Continuity and Disaster recovery Planning	CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
6	Anti-Money Laundering (AML) & Know Your Customer (KYC).	CLO4	1	Chalk & Talk, PPT	Experiential Learning
Unit V (8 Hours)					
Module No	Topic	CLO Level	No. of Hours	Content Delivery Methods	Learning Methods
1	Operating model of Business Process services	CLO1 CLO2 CLO3	2	Chalk & Talk, PPT	Experiential Learning
2	Cost effectiveness and process efficiency	CLO2 CLO3	1	Chalk & Talk, PPT	Problem Based Learning
3	Services Areas in BPS	CLO3	1	Chalk & Talk, PPT	Participatory Learning
4	Transaction Flows in a Business Process Service	CLO3 CLO4	1	Chalk & Talk, PPT	Experiential Learning
5	Service Level Agreement	CLO3	1	Chalk & Talk, PPT	Participatory Learning
6	Role of quality in BPS	CLO4	1	Chalk & Talk, PPT	Experiential Learning
7	Key Performance Indicators (KPIs).	CLO4	1	Chalk & Talk, PPT	Experiential Learning

Course Designers:

1. Dr.K.Vidyakala
2. Dr.S.P.Depikaa

S. No	LEARNING METHODS	PERCENTAGE
1.	Participatory Learning	39 %
2.	Experiential Learning	49%
3.	Problem-Based Learning	12 %

