

**BACHELOR OF BUSINESS ADMINISTRATION**

**Under Regulations- (R-2024)**

**(w.e.f. 2025-26 admitted batch)**

**Course Structure and Syllabi**



**THE APOLLO UNIVERSITY**

**MURUKAMBATTU - CHITTOOR (Dt) 517127**

**ANDHRA PRADESH**

## **PROGRAM OUTCOMES (PO)**

**PO 1:** Demonstrate a deep understanding of core management concepts and processes across various disciplines.

**PO 2:** Apply analytical and critical thinking skills to solve complex business problems.

**PO 3:** Develop leadership and team management abilities to effectively manage and motivate teams

**PO 4:** Make decisions that reflect ethical considerations and uphold professional integrity in business practices.

**PO 5:** Communicate ideas clearly and persuasively in both written and oral forms within a business context.

**PO 6:** Utilize strategic planning tools and techniques to drive business success and growth.

**PO 7:** Optimize the use of organizational resources to achieve operational efficiency and effectiveness.

**PO 8:** Demonstrate the ability to adapt to changing business environments and emerging trends.

**PO 9:** Display an understanding of global business practices and cultural diversity in management.

**PO 10:** Exhibit strong problem-solving skills by analyzing situations and developing innovative solutions.

**PO 11:** Integrate relevant technologies into business operations to improve productivity and decision-making.

**PO 12:** Engage in continuous learning and self-development to stay relevant in the ever-evolving business world.

**PROGRAM EDUCATIONAL OBJECTIVES (PEO):**

**PEO 1:** Graduates will have a solid foundation in management principles, enabling them to understand and control business environments effectively.

**PEO 2:** Graduates will be equipped with the skills and attitudes necessary to manage resources optimally and face complex organizational challenges.

**PEO 3:** Graduates will uphold business ethics, values, and social responsibility, contributing positively to both their personal and professional lives.

**PROGRAM SPECIFIC OUTCOMES (PSO):**

After successful completion of the program the graduates will be able to:

**PSO 1:** Graduates will be able to design, implement, and optimize business processes that enhance organizational performance.

**PSO 2:** Graduates will demonstrate the ability to balance customer expectations with ethical business practices, fostering stable and sustainable economic conditions.

**PSO 3:** Graduates will be equipped to identify and seize entrepreneurial opportunities, driving innovation and contributing to economic growth.

# **THE APOLLO UNIVERSITY**

## **ACADEMIC REGULATIONS**

### **SCOPE:**

This Academic regulation provide a framework for the regulatory guidelines of all programs offered by The Apollo University. It includes procedures and practices that are to be followed to ensure academic standards in the University. The regulations are approved by the Academic Council. These regulations may be amended from time to time with the approval of the Academic council for the benefit of students or sometimes to reflect the changes suggested by the statutory bodies.

Information regarding amendments (if any) to the regulations will be communicated to the students by publishing in the University website. Students must follow the amended regulations as they might impact the process for the award of degree. The decision of the Vice Chancellor shall be the final in case of any discrepancy. These regulations apply to all students, despite the program of study.

### **1. ADMISSION INTO THE PROGRAM**

The University admits the students by following below procedure:

- A. The applicant shall satisfy the entrance requirements specified by The Apollo University and in accordance with guidelines of statutory councils for Under-graduation.
- B. The Applicant shall be qualified in the qualifying examination for a particular program.

The Apollo University will widely notify the counselling schedule for admissions into the academic programs in the media. The provisional admission will be given to the eligible students during the counselling scheduled by The Apollo University. The selected candidates will be provisionally admitted into the program of his/her choice if the candidate meets the program specific requirements in addition to academic performance qualifying exam. Admission is purely based on merit and so merely meeting the requirements will not ensure admission. The University does not discriminate based on gender, race, region, religion, disability or nationality. The University reserves the right to make admissions based on various criteria which is specified in the admission brochure.

## **2. ELIGIBILITY CRITERIA**

### **Undergraduate programs**

The qualifying exam eligibility for BBA program is given Annexure 1. The student should have passed the qualifying exam. Candidates of any age group shall apply for this programme.

### **Counselling**

All the eligible students need to apply for admission and must attend counselling conducted by TAU as per the schedule for the university quota.

## **3. PROGRAMS**

The Apollo University offers variety of programs which includes certificate, undergraduate, postgraduate, and Research. The list of programs on offer for the academic year 2022-23 are annexed in Annexure 2 and those of 2023-24 are annexed in Annexure 3.

### **Minimum duration of the program**

The minimum duration of each program depends on the type of program, viz., undergraduate, postgraduate, integrated programs, etc., and the faculty which offers the program. The maximum duration of the program is N+2 years, where N stands for the minimum duration of the program as mentioned in Annexure 2 and 3. If the student has not obtained the minimum number of credits within the stipulated time, the Vice-Chancellor may extend the maximum duration in extenuating circumstances upon receiving a request along with reasons from the student for not completing the program on time.

## **4. UNIVERSITY/PROGRAM ELECTIVE COURSES**

The university/program elective courses facilitates the education student-centric. It provides the opportunity for the learner to choose the courses from a basket of university/program elective courses. All programs of study are designed to meet the specified number of credit requirements. The courses taken by the student in respective semesters as part of program are allotted some credit points based on the number of hours assigned. Upon successful completion of the course, the student secures the number of credits allotted for that course. Once the minimum number of credits of the program is achieved, the degree can be awarded, subject to fulfilment of all other relevant conditions.

## **5. STRUCTURE OF THE PROGRAM**

The Program structure Consists of

- i) University Courses
  - A. University Core
  - B. University Electives
- ii) Program Courses
  - A. Program Core
  - B. Program electives
- iii) Internships and Project Work.

Each course\* is assigned a certain number of credits depending upon the number of contact hours (lectures/tutorials/practical) per week. (\*one course means one subject)

- University Core/University Elective = 3 Credits
- Program Core/Elective Courses = 4 Credits
- Internship 1&2 = 4 Credits
- Project Work = 6 Credits

In general, credits are assigned to the courses as detailed below:

- A classroom lecture/ tutorial of 60 min (1 hr) duration per week, spread over the entire semester, shall be considered as one credit.
- For integrated skill enhancement certification course, students will attain the allotted credits after satisfying the specifications of the service provider (offering the certification) with respect to course completion and assessment criteria/procedure.
- For project work/ Internship, one credit shall be considered as 30 hours stipulating the student to complete 120 or 180 hours based on credits allotted in each semester.

## **6. MEDIUM OF INSTRUCTION**

The medium of instruction (including examinations and project reports) shall be English.

## **7. REGISTRATION**

Any of the following student must register for the courses opted in a particular semester during the scheduled registration period.

- i. a new student who enrolls into any program
- ii. an existing student who is continuing on rolls from the preceding regular semester
- iii. a former student, i.e., who has not enrolled in the preceding regular semester or who has availed academic break or detained and got readmission

Each newly admitted student shall attend an induction/ orientation program prior to commencement of the first semester. During this program academic advisors assist the students in choosing the courses. Existing student may register online by using their registration number and mail ID through the Apollo ERP portal. Class schedules are available approximately two weeks before the beginning of every semester for each program. The concerned head of the department must approve class schedule.

## **8. ATTENDANCE REQUIREMENTS**

- Students should earn a minimum of 80% attendance in the current semester to become eligible to write the Semester End Examinations.
- The monthly statement of attendance will be displayed on the School Notice Board/ Apollo ERP by the respective School within the first five working days of the following month.
- Candidates who are falling short of 80% attendance will be detained on the recommendation of the Dean and are not eligible to appear for the current semester examinations. The students who are detained in the current semester will not be allowed to register for the next semester and they have to repeat the same semester by paying the tuition fee prescribed. However, they can write arrear subjects, if any.

## **9. EVALUATION**

The assessment of the student's performance in a Theory course shall be based on two components: Continuous Evaluation (40 marks) and Semester-end examination (60 marks). A student has to secure an aggregate of 40% in the course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of 24 marks (i.e. 40%) in the theory component at the semester-end examination. Internship/ Project Work/ Viva voce etc. are completely assessed under Continuous Evaluation for a maximum of 100 marks, and a student has to obtain a minimum of 50% to secure Pass Grade.

Details of Assessment Procedure are furnished below in Table 1.

**Table 1: Assessment Procedure**

S. No.	Component of Assessment	Marks Allotted	Type of Assessment	Scheme of Evaluation
1	Theory	40	Continuous Evaluation	<p>i) Twenty (20) marks for mid examinations. Three mid examinations shall be conducted for 20 marks each; average of the best two performances shall be taken into consideration.</p> <p>ii) Ten (10) marks for Quizzes, Assignments and Presentations.</p> <p>iii) Ten (10) marks for periodic evaluation, case studies and projects</p>
		60	Semester-end Examination	<p>iv) Sixty (60) marks for Semester-end examinations</p>
	<b>Total</b>	<b>100</b>		
2	Internship	100	Continuous Evaluation	<p>i) (80) marks for periodic evaluation of Internship report by the Project Supervisor.</p> <p>ii) Twenty (20) marks for final Report presentation and Viva-voce, by a panel of internal examiners.</p> <p>iii) Students shall undergo TWO internships during the course of time and the evaluation shall be done at the end of respective semester.</p>



3	Project work	100	Continuous Evaluation	iv) (80) marks for periodic evaluation and technical report writing by the Project Supervisor. ii) Twenty (20) marks for final Report presentation and Viva-voce, by a panel of internal examiners
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## GRADING SYSTEM

Based on the student performance during a given semester, a final letter grade will be awarded at the end of the semester in each course. The letter grades and the corresponding grade points are as given in Table 2.

**Table 2: Grades & Grade Points**

Sl. No.	Grade	Grade Points	Absolute Marks
1	O (Outstanding)	10	90 and above
2	A+ (Excellent)	9	80 to 89
3	A (Very Good)	8	70 to 79
4	B+ (Good)	7	60 to 69
5	B (Above Average)	6	50 to 59
6	C (Average)	5	45 to 49
7	P (Pass)	4	40 to 44
8	F (Fail)	0	Less than 40
9	Ab. (Absent)	0	-

## SEMESTER GRADEPOINT AVERAGE (SGPA)

A Semester Grade Point Average (SGPA) for the semester will be calculated according to the formula:

$$SGPA = \frac{\sum [C \times G]}{\sum C}$$

Where

C=number of credits for the course,

G=grade points obtained by the student in the course.

A student who earns a minimum of 4 grade points (P grade) in a course is declared to have successfully completed the course, and is deemed to have earned the credits assigned to that course.

### **CUMULATIVE GRADE POINT AVERAGE (CGPA)**

A similar formula is used to arrive at Cumulative Grade Point Average (CGPA), considering the student's performance in all the courses taken in all the semesters up to the particular point of time.

Table 3 shows the CGPA required for the award of class after the successful completion of the program.

**Table3: CGPA required for award of Class**

<b>Class</b>	<b>CGPA Required</b>
First Class with Distinction	$\geq 8.0^*$
First Class	$\geq 6.5$
Second Class	$\geq 5.5$
Pass Class	$\geq 5.0$

\*In addition to the required CGPA of 8.0 or more, the student must have necessarily passed all the courses of every semester in first attempt.

## **11. REAPPEARANCE**

- A student who has secured 'F' grade in a Theory course shall have to reappear at the subsequent Semester end examination held for that course.
- A student who has secured 'F' Grade in Internship /Project work etc shall have to reappear for Viva – voce scheduled by the school / department.
- A student who is declared fail (F) in a course/s can apply for revaluation within

one week from the date of publication of results with a fee prescribed by the university. The marks /grade awarded in the revaluation is final.

### **11.1 Procedure for revaluation**

- The students who have not satisfied with the marks awarded by the examiner can apply for revaluation of his/her answer script/s
- The students have to apply through the proper channel for revaluation and to pay the revaluation fee per paper to the university towards revaluation fee.
- Students have to apply for revaluation within 7 days from the date publication of result.
- The scripts will get valued by second examiner and if the difference is more than 15 marks, they will get valued by the third examiner. The average of the nearest two marks will be declared as the final marks.

### **11.2 ASSESSMENT MECHANISM**

The Apollo University offers a student the benefits of the Choice based credit System. Every paper is allotted a certain number of credits as per the UGC norms. A student is awarded the specified credits on obtaining a pass in the respective paper.

The program and university electives have been adopted for UG Course from the year 2022-25 onwards as per the norms. The structure of the programme provides a wide range of choice for students to opt for courses based on their eligibility, aptitude and career goals.

### **11.3 Semester End Examination**

The End semester examination will be a comprehensive examination of 3 hours duration. Two End Semester examinations are conducted in a year-

Odd semester examinations in November/ December and

Even semester examination in May/June

Internship/ Project viva will be held 1 week prior to the end of that semester.

### **Under-Graduation Programs**

Course	Continuous Assessment	End semester	Aggregate in End semester Examinations
All UG Courses	No passing minimum	40%	40%

#### **11.4 Post Evaluation Programme:**

Under the Post Evaluation Programme there are three menus:

- Provision for improvement
- Re-totaling and Revaluation of answer scripts
- Restrictions to appear for the examinations

#### **11.5 Provision for improvement**

A student who passes a paper in the first attempt can reappear for the same paper in the succeeding End-of-Semester examination only, for improving his/her marks. Re-appearance for improvement is allowed for theory and practical subjects of all semesters, except for the final semester subjects. Revised mark statement will be issued after withdrawing the previous one, if the marks obtained in improvement are higher than the marks awarded earlier. When there is no improvement, there shall not be any change in the original marks already awarded. The improved marks shall be considered for classification but not for ranking.

Provision for Re-totaling and Revaluation of valued answer scripts

- UG candidates may apply for re-totaling / revaluation of valued answer scripts, to the Controller of Examinations through the Heads of Departments and Principal / Dean, in the prescribed forms, remitting the prescribed fee within 7 days from the date of publication of results. Revaluation of answer scripts is permissible only for the current semester papers and not for any arrear paper.
- Those wish to apply for revaluation of final semester papers can do so within five days from the date of publication of results. In re-valuation, the answer papers will be valued by an external examiner and if there is a difference of 15 marks between the two evaluations then the script will be sent for third valuation which is final and the mark awarded by the third examiner will be taken into the account.
- Revised mark statement will be issued after withdrawing the previous one, if the marks obtained in revaluation / retotalling are higher than the marks obtained earlier. In other cases, the original marks obtained earlier will be retained and the matter will be intimated to the student concerned as 'No change'.
- A candidate who applies for revaluation should not apply for retotalling.

### **Restrictions to appear for the examinations**

Candidates who fail in any of the papers in the UG End semester examinations shall complete the paper concerned within N+2 years from the date of admission to the particular course. If they fail to do so, they shall re-register their names and take the examination in the texts/revised regulations/syllabus of the paper prescribed for the subsequent batch of candidates, in force at the time of their reappearance. In the event of removal of that paper consequent to change of regulation and/or curriculum after N+2 years period, the candidate shall have to take up an equivalent paper in the revised syllabus as suggested by the Chairman, Board of Studies concerned.

### **12. BETTERMENT OF GRADES**

A student who has secured only a Pass or Second class and desires to improve his/her Class can appear for Betterment Examinations only in Theory courses of any Semester of his/her choice, conducted in Summer Vacation along with the Special Examinations. Betterment of Grades is permitted 'only once' immediately after completion of the program of study.

### **13. DETENTION AND RE-ADMISSION**

If a student fails to meet the minimum attendance requirement or minimum standards for academic progression, the concerned academic head will recommend for detention and it will be notified by the concerned Dean of the School. The students who are detained in the current semester will not be allowed to register for the next semester and they have to repeat the same semester.

The candidates who are detained or availed academic break or suspended in the previous semester/academic year and want to continue their study shall apply for re-admission to the university. The candidates shall request for re-admission to the respective Head of the Department, with details viz., Full Name, Registration Number, Department, School, Fee payment particulars with proofs and reasons for discontinuations. The concerned academic head will forward it to the Registrar with specific comments. The Registrar will notify the decision of re-admission which shall include the prescribed fee particulars, semester/ year into which readmission is granted and additional courses to be completed by the student (if any). The candidates should apply for re-admission in advance, that is before the commencement of the semester.

## **14. GROOMING AND ATTIRE FOR STUDENTS**

Grooming and Etiquette is of great significance in the dynamic of shaping one's Personality. The Apollo University stands by a *Code of Grooming, Attire and Etiquette* that promotes a professional standard: Academic Day; Campus Placements and Non-Academic Hours on Campus.

The Dress Code to be in compliance on academic premises while attending: Formal Functions of the Institution / Lectures / Practicals / Dining Area / Library / Labs / Office Areas.

Students shall follow appropriate attire during Academic and Non-Academic hours on the campus. Students shall wear clean, neat, pressed and presentable clothing, and command respect by dressing in accordance with responsible personal norms. Students shall always wear The Apollo University ID Card with the Lanyard.

### **Grooming and Formal Wear - Boys:**

Formal Shirts / T-Shirts with a Collar should preferably be tucked in with a Formal pair of Pants Shoes and Socks to complete the Formal Attire. Personal Hygiene should be followed and Hair should be well groomed.

### **Smart Casuals for Boys:**

Long Kurtas / Formals / Semi-Formal Shirts with Jeans.

### **Grooming and Formal Wear - Girls:**

Sarees / Salwar Suits / Leggings or Jeggings with Long Kurtis / Long Frocks / Long Skirts / Palazzos. Complement the outfit with proper footwear. Personal Hygiene should be followed and Hair should be well groomed.

### **Smart Casuals for Girls:**

Jeans with long Kurtis / Long Skirts / Long Frocks.

Attire for Non-Academic Hours On Campus:

The students should be neatly attired during Non-Academic Hours on Campus.

### **Dress Code for Boys:**

Jeans / Track Suits / T-Shirts / Trousers / Shirts.

### **Dress Code for Girls:**

Jeans / T-Shirts or Blouses / Salwar Suits / Palazzos / Leggings or Jeggings with Long Tops / Sarees / Long Skirts / Track Suits.

#### **DO'S AND DO'NTS FOR BOYS AND GIRL STUDENTS OF THE UNIVERSITY:**

- To wear modest clothing that reflects the essence of good personal grooming standards.
- To refrain from wearing Sleeveless Clothing; Shorts; Short Tops, etc.,

PLEASE NOTE: The decision as to what constitutes Appropriate Attire vests with the Authorities of The Apollo University.

#### **15. ELIGIBILITY FOR AWARD OF THE DEGREE**

The undergraduate degree will be of 3-years of duration. A student shall be declared as eligible for the award of the degree if the candidate has successfully secured the minimum number of required credits as specified in the curriculum corresponding to the branch of his/her study within the stipulated time.

After successful completion of the program, a provisional certificate cum memorandum of grades (PCMG) will be issued to the students. The PCMG includes the secured grades and class achieved in chosen program and specialization if any, along with grades and CGPA secured by the student. The original degree will be presented in the subsequent convocation.

#### **16. DISCRETION POWER**

Not with-standing anything contained in the above sections, the Vice Chancellor may review all exceptional cases, and give his decision, which will be final and binding.

#### **ANNEXURE 1**

##### **ELIGIBILITY FOR QUALIFYING EXAM FOR UNDER GRADUATE PROGRAMS**

<b>Program Type</b>	<b>Program Name</b>	<b>Eligibility</b>
Bachelor	<b>Bachelor of Business Administration</b>	<ul style="list-style-type: none"><li>i. Candidates must secure 50% in Intermediate of any discipline or Class 12 or equivalent examination from recognized board.</li><li>ii. Candidates of any age group shall apply for this programme who have met the clause (i) criteria above.</li></ul>

## **ANNEXURE 2**

### **PROGRAMS OFFERED BY SCHOOL OF MANAGEMENT**

**FROM ACADEMIC YEAR 2022-23**

<b>Sl. No.</b>	<b>Program</b>	<b>Expanded</b>	<b>Level</b>	<b>Minimum Duration in Years (N)</b>
1	MBA HHM	<b>Master of Business Administration in Hospital and Healthcare Management</b>	Master's	2
2	MBA	<b>Master of Business Administration</b>	Master's	2
3	BBA	<b>Bachelor of Business Administration</b>	Bachelor's	3

## **ANNEXURE 3**

### **PROGRAMS OFFERED BY SCHOOL OF MANAGEMENT**

**FROM ACADEMIC YEAR 2023-24**

<b>Sl. No.</b>	<b>Program</b>	<b>Expanded</b>	<b>Level</b>	<b>Minimum Duration in Years (N)</b>
1	MBA HHM	<b>Master of Business Administration in Hospital and Healthcare Management</b>	Master's	2



**Bachelor of Business Administration Programme Structure  
(Total Credits 140)**

<b>FIRST YEAR SEMESTER I</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>Periods per week</b>			<b>Credits</b>	<b>Hours per week</b>
		<b>L</b>	<b>T</b>	<b>P</b>		
BBAT1501	Management Principles and Practices	4	0	0	4	4
BBAT1502	Business, Economy and Society	4	0	0	4	4
BBAT1503	Marketing Management	4	0	0	4	4
BBAT1504	Human Resource Management	4	0	0	4	4
TAUT1101	TAU University Core-Communicative English	3	0	0	3	3
TAUT1201	TAU University Elective 1 (Gender and Development)	3	0	0	3	3
---	Co-curricular activities	0	0	0	0	3
---	Physical Activity	0	0	0	0	2
---	Extra-curricular activities	0	0	0	0	2
---	Case Study	0	0	0	0	3
--	Self-learning	0	0	0	0	2
--	Workshop/Seminars	0	0	0	0	2
<b>SEMESTER I TOTAL CREDITS</b>		<b>22</b>	<b>0</b>	<b>0</b>	<b>22 Credits</b>	<b>36</b>

<b>FIRST YEAR SEMESTER II</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>Periods per week</b>			<b>Credits</b>	<b>Hours per week</b>
		<b>L</b>	<b>T</b>	<b>P</b>		
BBAT1505	Financial Accounting and Management	3	1	0	4	4
BBAT1506	Managing Digital Health Technologies	4	0	0	4	4
BBAT1507	Enterprise in Practice	3	1	0	4	4
BBAT1508	Consumer Brands and Digital Marketing	3	1	0	4	4
TAUT1102	TAU University Core - Environmental Studies	3	0	0	3	3
TAUT1202	TAU University Elective 2 (Foreign Languages)	3	0	0	3	3
BBAT1501	Internship 1	0	0	4	4	8
---	Co-curricular activities	0	0	0	0	2
---	Physical Activity	0	0	0	0	2
---	Extra-curricular	0	0	0	0	2
<b>SEMESTER II TOTAL CREDITS</b>		<b>19</b>	<b>3</b>	<b>4</b>	<b>26 Credits</b>	<b>36</b>

<b>Course Code</b>	<b>Value Added Course</b>
BBAV0001	Digital Marketing Foundation' by Digital Vidya on NASSCOM FSP (To support BBAT1508)

SECOND YEAR Semester III						
Course Code	Course Name	Periods per week			Credits	Hours per week
		L	T	P		
BBAT2501	Organizational Behavior	4	0	0	4	4
BBAT2502	Strategic Management	3	1	0	4	4
BBAT2503	The Business Environment	4	0	0	4	4
BBAT2504	Healthcare Analytics	3	1	0	4	4
TAUT2103	TAU University Core – Health and Wellness	3	0	0	3	3
TAUT2203	TAU University Elective 3 (Human Rights & Industry 4.0)	3	0	0	3	3
---	Co-curricular activities	0	0	0	0	3
---	Physical Activity	0	0	0	0	2
---	Extra-curricular activities	0	0	0	0	2
---	Case Study	0	0	0	0	3
--	Self-learning	0	0	0	0	2
--	Workshop/Seminars	0	0	0	0	2
SEMESTER III TOTAL CREDITS		20	2	0	22 Credits	36

Course Code	Value Added Course
BBAV0002	Microsoft Excel-beginner to advanced by Analytics Vidya (To support BBAT2504)

SECOND YEAR Semester IV						
Course Code	Course Name	Periods per week			Credits	Hours per week
		L	T	P		
BBAT2505	Management Information Systems	3	1	0	4	4
BBAT2506	Operations Management	3	1	0	4	4
BBAT2507	Corporate Social Responsibility	4	0	0	4	4
BBAT2508	Research Methodology	3	1	0	4	4
BBAT2509	Business and Company Law	4	0	0	4	4
BBAI2501	Internship 2	0	0	4	4	8
---	Co-curricular activities	0	0	0	0	2
---	Physical Activity	0	0	0	0	2
---	Extra-curricular activities	0	0	0	0	2
---	Self-learning	0	0	0	0	2
SEMESTER IV TOTAL CREDITS		18	2	4	24 Credits	36

Course Code	Value Added Course
BBAV0003	Master Tableau from Scratch by Analytics Vidya (To support BBAT2505)

THIRD YEAR Semester V						
Course Code	Course Name	Periods per week			Credits	Hours per week
		L	T	P		
BBAT3501	International Business Management	4	0	0	4	4
BBAT3502	Business Statistics	3	1	0	4	4
BBAT3503	Project Management	3	1	0	4	4
BBAT3504	Supply Chain Management	4	0	0	4	4
BBAT3601	Program Elective 1	4	0	0	4	4
---	Co-curricular activities	0	0	0	0	4
---	Physical Activity	0	0	0	0	2
---	Extra-curricular activities	0	0	0	0	2
---	Workshop/Seminar	0	0	0	0	3
---	Self-learning	0	0	0	0	3
---	Case Study	0	0	0	0	2
SEMESTER V TOTAL CREDITS		18	2	0	20 Credits	36

Course Code	Value Added Course
BBAV0004	Exploratory Data Analysis and Statistics by Analytics Vidya (To support BBAT3502)

THIRD YEAR Semester VI						
Course Code	Course Name	Periods per week			Credits	Hours per week
		L	T	P		
BBAT3505	Fundamentals of Quality Management	3	1	0	4	4
BBAT3506	Sustainability Management	4	0	0	4	4
BBAT3507	Healthcare Management	4	0	0	4	4
BBAT3508	Economics and Taxation	3	1	0	4	4
BBAT3602	Program Elective 2	4	0	0	4	4
BBAI3501	Project work	0	0	6	6	12
---	Co-curricular activities	0	0	0	0	2
---	Extra-curricular activities	0	0	0	0	2
SEMESTER VI TOTAL CREDITS		18	2	6	26 Credits	36
GRAND TOTAL					140 Credits	

### ***PROGRAM ELECTIVE COURSES***

Students will have the option to select one Program Elective paper in both the V and VI Semesters.

<b>Choice as per Specializations</b>	<b>Electives for Semester -V</b>	<b>Electives for Semester -VI</b>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Indian Financial System</li> <li>• Investment Analysis and Portfolio Management</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Modeling and Derivatives</li> <li>• Corporate Finance</li> </ul>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Consumer Behavior</li> <li>• Services Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Personal Selling and Sales Force Management</li> <li>• Strategic Marketing Management</li> </ul>
<b>Human Resource Management</b>	<ul style="list-style-type: none"> <li>• Training and Development</li> <li>• Human Resource Analytics</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Development</li> <li>• International Human Resource Management</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Operations of Manufacturing Industry</li> <li>• Operations of Service Industry</li> </ul>	<ul style="list-style-type: none"> <li>• Operations of Retail Industry</li> <li>• Operations Research</li> </ul>

**FIRST YEAR - SEMESTER I**

**BBAT1501 - Management Principles and Practices**

**BBAT1502 - Business, Economy and Society**

**BBAT1503 - Marketing Management**

**BBAT1504 - Human Resource Management**

**TAUT1101- TAU University Core- Communicative English**

**TAUT1201- TAU University Elective 1 (Gender and Development)**

**Course Description:**

This course provides a comprehensive overview of management principles, organizational dynamics, business environments, and sustainable business practices. Students will explore the evolution of management theories, the structure and authority within organizations, and the strategic management processes in both Indian and global contexts. Emphasis will be placed on understanding individual and group behavior, communication, leadership, and motivation within organizations. The course also addresses contemporary issues in business ecology, including sustainable practices, green marketing, and circular economy principles, equipping students with the knowledge to navigate and lead in the modern business landscape.

**Course Objectives:**

Students undergoing this course are expected to:

1. To understand the evolution, fundamental concepts, functions, and significance of management, along with current trends and managerial roles and skills.
2. To explore the structure and dynamics of formal and informal organizations, authority distribution, and the processes of delegation, centralization, and departmentalization.
3. To analyze the business environment in both Indian and global contexts, focusing on organizational culture, strategic management processes, and productivity improvement strategies.
4. To examine individual and group behavior within organizations, emphasizing communication, leadership, motivation, ethics, and job satisfaction.
5. To study sustainable business practices, green marketing, and CSR within the context of business ecology.

*\*L=Lecture, T=Tutorial, P=Practical, C= Credits*

**UNIT-I** **12 Hrs**

**Introduction to Management:** Evolution of Management- Scientific, human relations, system and contingency approaches, Basic concepts- Meaning, functions and importance of management, Current trends and issues in Management, Types of managers -managerial roles and skills.

**UNIT-II** **12 Hrs**

**Organizations:** Formal and informal organizations, Organizational Structure, Organizational Authority- Line and staff authority, Delegation of authority- Centralization and decentralization, Departmentalization.

**UNIT-III** **12 Hrs**

**Business Environment:** Business environment in Indian and global context, Organizational culture and its impact on business.

**UNIT-IV** **12 Hrs**

**People:** Understanding Individual and group behavior, formal and informal groups, communication, Leadership theories and practices, Motivation theories, Ethics and Job Satisfaction.

**UNIT-V** **12 Hrs**

**Business Ecology:** Sustainable Business Practices, Green Marketing, Corporate social responsibility.

**Total: 60 Hrs**

**Course Outcomes:**

At the end of this course, students should be able to:

1. Articulate the evolution of management theories and apply contemporary management concepts and practices.
2. Understanding of organizational structures, authority relationships, and the implications of centralization and decentralization.
3. Evaluate the business environment and develop strategic management plans considering organizational culture and productivity strategies.
4. Analyze the factors influencing individual and group behavior in organizations and apply theories of communication, leadership, and motivation.
5. Understand sustainable business practices, including green marketing strategies and CSR.

**Text Books:**

1. Principles of Management by Stephen P. Robbins, Michael A. James A. F. Stoner, V. S. Manjunath. Pearson Education.
2. Principles & Practice of Management – L. M. Prasad, Sultan Chand & Sons, 10th Revised Edition, 2020.
3. Management – Theory & Practice – C. B. Gupta (Dr.), Sultan Chand & Sons, 21<sup>st</sup> Thoroughly Revised & Enlarged Edition 2022

**Reference Books:**

1. P Subba Rao, "Principles of Management, (2018), HPH
2. Principles of Management, Koonz, Weihrich and Aryasri, Tata McGraw Hill



**Course Description:**

This course explores the intersection of business practices, economic theories, and societal impacts. Topics include classical economics' influence on business and society, heterodox perspectives on workers and social dynamics, the labor market's role in social reproduction, neoliberalism's impact on state functions, globalization, imperialism, economic systems, responses to the 2007-08 Financial Crisis, Keynesian policies, austerity measures, the Green New Deal, Modern Monetary Theory, and critiques of traditional economic paradigms.

**Course Objectives:**

Students undergoing this course are expected to:

1. Critically analyze the relationship between economic theories, business practices, and societal outcomes.
2. Evaluate classical and heterodox economic perspectives on workers, the labor market, and social reproduction.
3. Assess neoliberal economic policies and their implications for state functions, governance, and societal welfare.
4. Analyze globalization, imperialism, and their effects on the world economic system and business strategies.
5. Discuss responses to economic crises, alternative economic theories like the Green New Deal and Modern Monetary Theory, and critiques of traditional economic paradigms.

**UNIT-I** **12 Hrs**

**Classical Economics and Business**-Classical economic theories and their influence on business strategies and societal organization. The historical development of classical economic thought and its implications for business practices.

**UNIT-II** **12 Hrs**

**Heterodox Perspectives on Workers and Society**-Heterodox economic theories, workers' roles and their impact on social dynamics. Critiques of mainstream economic models regarding labor market participation and income distribution. alternative economic perspectives and their relevance to contemporary business practices.

**UNIT-III** **12 Hrs**

**The Labor Market, Unemployment, and Social Reproduction**-Labor markets, social reproduction and economic stability. The impact of unemployment on social welfare and economic policies. Policies and interventions addressing labor market dynamics and their societal implications.

**UNIT-IV** **12 Hrs**

**Neoliberal Economics and the Role of the State**-Neoliberal economic policies and their effects on state functions, governance, and societal welfare. Privatization, deregulation, and the shrinking role of the state in economic affairs. Critiques of neoliberalism's impact on business practices and societal outcomes.

**UNIT-V** **12 Hrs**

**Globalization, Imperialism, and Economic System**-Globalization and its implications for economic integration, inequality, and global economic systems. Imperialism as a historical and contemporary economic phenomenon influencing global economic relations. Comparative analysis of economic systems and their impact on business strategies and societal development.

**Total: 60 Hrs**

**Course Outcomes:**

At the end of this course, students should be able to:

1. Analyze the impact of various economic theories on business practices and societal outcomes.
2. Compare classical and heterodox economic perspectives on labor and their implications for the labor market.
3. Assess the effects of neoliberal economic policies on state functions and societal welfare.
4. Evaluate the influence of globalization and imperialism on the world economic system and business strategies.
5. Discuss alternative economic theories and their potential solutions to contemporary economic crises.

**Textbooks:**

1. Smith, A. (1776). *An Inquiry into Nature and Causes of the Wealth of Nations*. Penguin Classics.
2. Mankiw, N. G., & Taylor, M. P. (2021). *Economics* (5th ed.). Cengage Learning.
3. Rodrik, D. (2011). *The Globalization Paradox: Democracy and the Future of the World Economy*. W. W. Norton & Company

**Reference Books:**

1. John Stuart Mill, *Principles of Political Economy* (1848)
2. David Ricardo-*Principles of Political Economy and Taxation* (1817)

**BBAT1503**

**Marketing Management**

**L T P C**

**4 0 0 4**

**Course Description:**

This course covers consumer behavior, effective marketing strategies, product lifecycle management, pricing tactics, digital trends, and distribution channel optimization. Through case studies, gain skills to navigate competitive markets, craft compelling brand narratives, and achieve sustainable growth

**Course Objectives:**

Students undergoing this course are expected to:

1. Analyze consumer behavior and fundamentals of marketing
2. Explore effective marketing strategies including target marketing, segmentation, and positioning.
3. Understand product lifecycle management, from development to market introduction.
4. Master pricing strategies and their adaptation to market dynamics and consumer preferences.
5. Implement digital marketing practices and leverage emerging trends to enhance business visibility and engagement.

## **UNIT-I**

**12 Hrs**

**Consumer Behavior and Marketing Fundamentals**-Analyzing consumer behavior through psychological, social, and cultural lenses. Factors influencing consumer decisions: motivations, perceptions, attitudes. The consumer buying decision process: stages from need recognition to post-purchase behavior. Marketing-Needs, wants and demands, Marketing concepts

## **UNIT-II**

**12 Hrs**

**Target Marketing and Market Segmentation**-Importance of target marketing in aligning products/services with specific consumer segments. Strategies for market segmentation: demographic, psychographic, behavioral. Positioning strategies to establish a distinctive market position and competitive advantage.

## **UNIT-III**

**12 Hrs**

**Product Management**-Product decisions and strategies: product development, branding, and packaging. Managing the product mix: product line decisions and portfolio management. Product life cycle stages: introduction, growth, maturity, and decline. Strategies for each stage. New product development process: idea generation, concept development, testing, and launch strategies.

## **UNIT-IV**

**12 Hrs**

**Pricing Strategies**-Pricing fundamentals: objectives, factors influencing pricing decisions. Pricing strategies: cost-based pricing, value-based pricing, competitive pricing. Pricing tactics: discounting strategies, psychological pricing, dynamic pricing. Pricing adaptation: responding to market conditions, price discrimination strategies.

## **UNIT-V**

**12 Hrs**

**Digital Marketing and Channel Management**-Digital marketing landscape: online advertising, social media marketing, content marketing. Channel functions: distribution channels, logistics, and supply chain management. Channel management strategies: managing channel relationships, resolving conflicts, and optimizing channel performance. Sustainability- Sustainability and ethical practices in marketing.

**Total: 60 Hrs**

**Course Outcomes:**

At the end of this course, students should be able to:

1. Understand consumer behavior and fundamentals of marketing
2. Develop effective target marketing and market segmentation strategies.
3. Apply product management strategies throughout product life cycles.
4. Formulate competitive pricing strategies and adaptations.
5. Design integrated digital marketing and channel management plans.

**Textbooks:**

1. Kotler, P., & Armstrong, G. (2023). *Principles of Marketing* (18th ed.). Pearson.
2. Solomon, M. R., Marshall, G. W., & Stuart, E. W. (2022). *Marketing: Real People, Real Choices* (11th ed.). Pearson

**Reference Books:**

1. Ferrell, O. C., & Hartline, M. D. (2023). *Marketing Strategy, Text and Cases* (8th ed.). Cengage Learning.
2. Pride, W. M., & Ferrell, O. C. (2023). *Foundations of Marketing* (9th ed.). Cengage Learning.

**BBAT1504**

**Human Resource Management**

**LT P C**

**4 0 0 4**

**Course Description:**

This course provides a comprehensive overview of Human Resources Management, emphasizing the significance, competencies, and evolution of the field. It equips students with the skills to manage human resources effectively in diverse organizational settings. Emphasis is placed on understanding key HR functions, implementing effective strategies, and ensuring workplace well-being, preparing students for the complex challenges of HR management.

**Course Objectives:**

Students undergoing this course are expected to:

1. Identify and apply factual knowledge about human resources management.
2. Utilize human resource principles, concepts, generalizations, theories and models.
3. Apply human resources management for problem-solving and decision- making.
4. Utilize skills, competencies, values, and points of view about human resources.
5. Integrate the professions of human resources management and administration

**UNIT-I****12 Hrs**

Introduction to Human Resources Management- HRM Meaning and significance; HR functions; Competencies required by HR professionals.

**UNIT-II****12 Hrs**

Job Role and Resourcing- Job Analysis, Job design, Human Resource Planning- Process, and Aims, Recruitment- the formal and informal recruitment process, Selection process and types, Reference and Background checks, Induction, Placement, Employee retention, Training and Development- types, process, significance, Executive development.

**UNIT-III****12 Hrs**

Performance Management and Compensation- Performance appraisal- process, methods; Compensation- objectives, factors influencing; Incentives and Benefits, Job evaluation, promotion, transfer, separation, mentoring, coaching.

**UNIT-IV****12 Hrs**

Legal aspects: Disciplinary Policies and Procedures, Termination, Privacy and Confidentiality, Sexual Harassment, ethical and moral decisions, Unionization, understanding labour market, Job quality, Flexible working, Collective Bargaining, Human resource information systems, Challenges in Human Resources Management

**UNIT-V****12 Hrs**

Health and Safety- Health and safety policies; Importance of health and safety in the workplace; Benefits of workplace health and safety; Conducting risk assessments, Health and safety audits, Health and safety training, employee welfare services.

**Total: 60 Hrs**



**Course Outcomes:**

At the end of this course, students should be able to:

1. Understand the significance and role of human resources management, including the competencies required by HR professionals.
2. Apply job analysis, design, and human resource planning to effectively recruit, select, induct, and retain employees.
3. Understand performance management and compensation strategies, including performance appraisal methods and incentive programs.
4. Analyze legal aspects of HR management, including disciplinary procedures, privacy, confidentiality, and unionization.
5. Understand health and safety policies in providing health and safety training to ensure workplace well-being.

**Text Books:**

1. Armstrong M (2009). Armstrong's Handbook of Human Resource Management Practice. Kogan Page.
2. Cascio, W (2009). Managing Human Resources. McGraw Hill.

**Reference Books:**

1. Martin J (2010) Key Concepts in Human Resource Management. Sage Key Concepts Series.
2. Noe, RA, JR Hollenbeck, B Gerhart and PM Wright (2009). Human Resource Management. McGraw Hill
3. Sen R (2009). Industrial Relations in India (2nd Ed). MacMillan.

**FIRST YEAR - SEMESTER II**

**BBAT1505 - Financial Accounting and Management**

**BBAT1506 - Managing Digital Health Technologies**

**BBAT1507 - Enterprise in Practice**

**BBAT1508 - Consumer Brands and Digital Marketing**

**TAUT1102- TAU University Core - Environmental Studies**

**TAUT1202- TAU University Elective 2 (Languages)**

**BBAT1505**

**Financial Accounting and Management**

**LT P C**

**3 1 0 4**

**Course Description:**

This course offers an in-depth exploration of Financial Accounting and Management, focusing on foundational principles, practices, and their application in business decision-making. It covers the preparation and analysis of financial statements, management accounting techniques, financial analysis, and sources of finance. Emphasis is placed on understanding Generally Accepted Accounting Principles (GAAP), financial statement analysis, cost behavior, and strategic financial management.

**Course Objectives:**

Students undergoing this course are expected to:

1. Understand the principles of financial accounting and their application.
2. Apply accounting principles to prepare financial statements and analyze financial performance.
3. Utilize management accounting tools for cost analysis, budgeting, and decision-making.
4. Evaluate financial performance using ratio analysis and interpret financial statements.
5. Assess different sources of finance and their implications for organizational decision-making.

**UNIT-I: Introduction to Financial Accounting** **12 Hrs**

Meaning and significance of Financial Accounting, Generally Accepted Accounting Principles (GAAP), Single-column and double-column cash book, Journal entries and Ledger preparation, Preparation of Balance Sheet (Trading, Profit and Loss Account), Methods of depreciation: Straight-line vs. Reducing balance method.

**UNIT-II: Cash Flow Statement and Financial Analysis** **12 Hrs**

Overview of Cash Flow Statement, Garner vs. Murray method, Creative Accounting & Earnings Management: Examples and implications, Case studies on financial analysis and implications for decision-making

**UNIT-III: Management Accounting** **12 Hrs**

Introduction to Management Accounting, Cost behavior and analysis, Break-Even and Contribution Analysis, Use of accounting information in marketing decisions

**UNIT-IV: Ratio Analysis and Interpretation of Accounts** **12 Hrs**

Ratio Analysis: Liquidity, Profitability, and Solvency ratios, Case Study: International Airline - Limitations and applications of Ratio Analysis

**UNIT-V: Sources of Finance** **12 Hrs**

Long-term sources of finance: Equity, Debt, and Hybrid financing, Short-term sources of finance: Trade credit, Bank loans, and Commercial paper, Case studies on financing decisions in organizations

**Total 60 Hrs**

**Course Outcomes:**

Upon completion of this course, students should be able to:

1. Apply financial accounting principles to prepare and interpret financial statements.
2. Utilize management accounting techniques for cost analysis and decision-making.
3. Evaluate financial performance using ratio analysis and other financial tools.
4. Assess different sources of finance and their implications for organizational strategy.
5. Analyze real-world financial scenarios through case studies and examples.

**Text Books:**

1. Horngren, C. T., Sundem, G. L., Schatzberg, J. O., & Burgstahler, D. (2016). *Introduction to Financial Accounting*. Pearson Education.
2. Drury, C. (2018). *Management and Cost Accounting*. Cengage Learning.

**Reference Books:**

1. Gibson, C. H. (2017). *Financial Reporting and Analysis: Using Financial Accounting Information*. Cengage Learning.
2. Brigham, E. F., & Ehrhardt, M. C. (2013). *Financial Management: Theory & Practice*. Cengage Learning.

**Course Description:**

This course offers a comprehensive exploration of Managing Digital Technologies, focusing on the integration of digital tools, data analytics, and ethical considerations within organizational contexts. Students will delve into digital business models, regulatory frameworks, and the impact of artificial intelligence. Practical skills in digital business analytics, ethical decision-making, and adapting to digital work environments will be emphasized.

**Course Objectives:**

1. Understand the fundamentals of digital healthcare business models and their application.
2. Analyze data systems within organizations and apply business analytics techniques.
3. Evaluate the ethical implications of digital healthcare technologies in business contexts.
4. Develop digital skills for academic study and professional application.
5. Explore regulatory frameworks governing digital environments.

Introduction to Managing Digital Technologies. Film Screening - "The Social Dilemma": Discussion on digital ethics and societal impacts. Digital healthcare business Models: Types and case studies.

Data Management Systems: Integration and utilization in health care organizational settings.

healthcare Business Analytics: Techniques for data-driven decision-making. Introduction to

Artificial Intelligence: Applications in healthcare and ethical considerations.

Digital Literacy: Tools and resources for academic research and study. Academic Writing in Digital Environments: Strategies and best practices.

Regulatory Frameworks: Legal and ethical considerations in digital healthcare environments.  
Case Studies on Privacy and Data Protection Regulations.

Ethical Decision-Making in Digital healthcare Business: Principles and case analyses. Ethical Issues in AI and Automation: Bias, transparency, and accountability. Digital Work Environments: Designing for productivity and well-being. Remote Work Practices: Tools, challenges, and strategies for success.

**Course Outcomes:**

1. Analyze and implement digital healthcare business models.
2. Utilize data analytics tools to enhance organizational decision-making in healthcare.
3. Evaluate the ethical implications of digital technologies in business practices.
4. Apply digital skills effectively in academic and professional contexts.
5. Navigate regulatory frameworks governing digital environments.

**Textbooks:**

1. Ćwiklicki, M., Duplaga, M., & Klich, J. (Eds.). (2021). *The digital transformation of healthcare: Health 4.0*. Routledge.
2. Laudon, K. C., & Traver, C. G. (2021). *E-commerce 2020: Business, Technology, Society*. Pearson Education.
3. Chaffey, D., & White, G. (2017). *Business Information Management: Improving Performance Using Information Systems*. Pearson Education.

**Reference Books:**

1. Marx, E. W., & Padmanabhan, P. (2020). *Healthcare digital transformation: How consumerism, technology and pandemic are accelerating the future*. Productivity Press
2. Brynjolfsson, E., & McAfee, A. (2017). *Machine, Platform, Crowd: Harnessing Our Digital Future*. W. W. Norton & Company.
3. Floridi, L. (2019). *The Fourth Revolution: How the Infosphere Is Reshaping Human Reality*. Oxford University Press.



**Course Description:**

This course will help students in developing an enterprise and team working skills as well as a range of other transferable skills such as communication, researching and analyzing, problem solving and decision making, resilience, adaptability and drive, leadership and supervising, plus planning and organizing.

**Course Objectives:**

1. Understand the key components of a business proposal and business plan.
2. Explain the business problem in the context of the workplace and the business environment.
3. Use various tools and techniques to generate ideas and evaluate potential solutions to the given business problem.
4. Analyze different solutions and identify the most appropriate option.
5. Assess and select the best solution, and create a plan for its implementation.
6. Produce a detailed plan for implementing the chosen solution effectively.

**UNIT-I****12 Hrs**

Introduction to Business Proposals and Plans: Essential elements of a business proposal and plan, Business challenges in the workplace and wider business environment, Importance of group work for business success and graduate employment

**UNIT-II****12 Hrs**

Idea Generation and Problem Analysis- Diverse tools and techniques for brainstorming ideas, assessing potential solutions for business issues, Market research for analyzing challenges. Working assignment: Students to present their ideas to address their chosen challenge and conduct market research.

**UNIT-III****12 Hrs**

Decision Making and Solution Evaluation: Evaluating and comparing multiple solutions, making informed decisions on the most suitable option, various decision-making tools.

**UNIT-IV****12 Hrs**

Developing Business Plans and Financial Calculations: Measures to be taken while preparing business plan and proposal, financial calculations involved in business proposal and plan, How to deliver a pitch to stakeholders.

Working assignment: Students to present the outline of their business proposal and business plan.

**UNIT-V****12 Hrs**

Implementation and Execution: Assessing and determining the optimal solution for a business problem, constructing a detailed plan for successful execution, submission of team formation and Memorandum of Understanding.

**Total: 60 Hrs**

## **Course Outcomes:**

At the end of this course, students should be able to:

1. Demonstrate a comprehensive understanding of the essential elements within a business proposal and plan.
2. Clearly articulate business challenges within the workplace and wider business environment.
3. Apply diverse tools and techniques to brainstorm ideas and assess potential solutions for business issues.
4. Evaluate and compare multiple solutions to make informed decisions on the most suitable option.
5. Assess and determine the optimal solution for a given business problem and develop an implementation plan.
6. Construct a detailed plan ensuring successful execution of the chosen solution.

## **Text Books:**

1. Barrow, C., Barrow, P. and Brown, R. (2021) Business Plan Workbook. London: Kogan Page Ltd.
2. Greiner, D. (2020) The Basics of Idea Generation. London: Taylor and Francis Ltd.
3. Taub, A. and Dasilva, E. (2016) Pitching and Closing. New York: McGraw-Hill Education

## **Reference Books:**

1. Bryman, A. and Bell, E. (2015) Business research methods. 4th edn. Oxford: Oxford University Press.
2. Sonkin, P. D. (2018) Pitch the Perfect Investment. New Delhi: Wiley India Pvt. Ltd.
3. Wu, K. (2021) 'Market research for small businesses: A "real world" perspective', *Journal of Business & Finance Librarianship*, 27(1), pp. 17-40.

**Course Description:**

This course provides an insightful exploration of consumer behavior, brand development, and digital marketing strategies in the dynamic landscape of the digital age. It offers an in-depth understanding of branding, consumer culture, and strategic global brand management in the context of contemporary consumer behavior and digital marketing trends.

**Course Objectives:**

1. Examine the fundamental principles of consumer behavior and its impact on brand management.
2. Analyze various branding strategies and their relevance to consumer engagement in the digital age.
3. Explore the influence of digital marketing on consumer culture and behavior.
4. Understand the challenges and opportunities of global brand management in diverse cultural contexts.
5. Develop comprehensive knowledge and skills required for leveraging digital marketing in the global brand management arena

**UNIT-I****12 Hrs**

Introduction: Understanding Consumer Behavior, Overview of Branding in the Digital Age, Introduction to Digital Marketing

**UNIT-II****12 Hrs**

Branding Strategies and Consumer Engagement: Brand development in the Digital Age, Services Marketing and Loyalty Programs, Branding Morality and Sustainability

**UNIT-III****12 Hrs**

Consumer Culture and Marketing: Celebrity Culture, Brands, and Consumption; Marketing and Cultural Industries, Consumer Behavior and Experience in the Age of Big Data

**UNIT-IV****12 Hrs**

Digital Marketing and Consumer Behavior: Digital Virtual Consumption and Algorithmic Consumer Culture, Consumer Resistance and Anti-Consumption, Global Brands and Consumer Culture in the 21st Century

**UNIT-V****12 Hrs**

Strategic Global Brand Management: Overview of Global Branding, Adopting Branding Strategies in Different Cultures, Managing Consumer Behavior in the Global Market

**Total: 60 Hrs**

**Course Outcomes:**

At the end of this course, students should be able to:

1. Demonstrate a deep understanding of the impact of consumer behavior on branding strategies in the digital age.
2. Critically evaluate the role of services marketing and loyalty programs in enhancing consumer engagement.
3. Apply digital marketing techniques to analyze and understand consumer behavior and experiences.
4. Assess the complexities of global brand management and develop strategies for addressing cultural diversity and consumer preferences.
5. Utilize digital marketing tools and techniques to optimize global brand management in real-world scenarios.

**Text Books:**

1. Solomon, M. R. (2019). Consumer behavior: Buying, having, and being. Pearson.
2. Keller, K. L., & Brexendorf, T. O. (2019). Strategic brand management: Building, measuring, and managing brand equity. Pearson.
3. Kevin Hartman (2023). Digital Marketing Analytics (3rd edition). Ostmen Bennettsbridge Publishing Services.

**Reference Books:**

1. Smith, P. R., & Taylor, J. (2018). Marketing communications: An integrated approach. Routledge.
2. Kotler, P., & Armstrong, G. (2016). Principles of marketing. Pearson.
3. Hollensen, S. (2019). Global marketing: A decision-oriented approach (7th ed.). Pearson.

**Value Added Course****BBAV0001: Digital Marketing Foundation Course**

It is a mandatory skill for a large number of professional roles in the industry today in departments such as Marketing, Public Relations, Branding, and HR. With the knowledge of Digital Marketing, you can Expand Your Business, Start an e-Commerce Store, Be a Freelancing Giant, Set up a Website for Regular Passive Income, or you can UpSkill your Profile and grow in your career.

In this course, you will find seven chapters where you will learn about

- IT Marketing
- Search Engine Optimization (SEO)
- Email Marketing
- Social Media Marketing
- Content Marketing
- Search Engine Marketing (SEM)
- Mobile Marketing

### **Tools Introduced During the Course**

- Facebook Ads Manager
- Google Analytics

**SECOND YEAR - SEMESTER III**

**BBAT2501 - Organizational Behavior**

**BBAT2502 - Strategic Management**

**BBAT2503 - The Business Environment**

**BBAT2504 - Healthcare Analytics**

**TAUT2103 - TAU University Core – Health and Wellness**

**TAUT2203 -TAU University Elective 3 (Human Rights & Industry 4.0)**



**Course Description:**

This course provides a comprehensive study of key concepts, theories, and practical applications in the discipline of organizational behavior. Students will delve into topics such as motivation, leadership, learning, change management, group dynamics, organizational culture, and structures, gaining valuable insights into the dynamics of individual and group behavior within organizational contexts.

**Course Objectives:**

1. Understand the fundamental principles and their significance in the business environment.
2. Develop skills in motivating and leading individuals and teams effectively to drive organizational success.
3. Learn to implement and manage change within organizations while understanding the impact of change on organizational behavior.
4. Gain insights into group dynamics, organizational culture
5. Understand various organizational structures to enhance organizational effectiveness.

**UNIT-I** **12 Hrs**

Introduction to Organizational Behavior: Definition and Importance of Organizational Behavior, Disciplines Involved in the Study of Organizational Behavior, Application of Organizational Behavior in Business

**UNIT-II** **12 Hrs**

Motivation and Leadership: Theories of Motivation, Motivational Strategies in the Workplace, Leadership Styles and Approaches, Role of Leadership in Organizational Behavior

**UNIT-III** **12 Hrs**

Learning and Change Management: Types of Learning in Organizations, Change Management Processes, Implementing Change in Organizations, Challenges and Strategies for Successful Change Management

**UNIT-IV** **12 Hrs**

Group Dynamics and Organizational Culture: Group Formation and Dynamics, Inter-group Behavior and Conflict Resolution, Understanding and Shaping Organizational Culture, Importance of Organizational Culture in Employee Behavior

**UNIT-V** **12 Hrs**

Organizational Structures and Effectiveness: Types of Organizational Structures, Advantages and Disadvantages, Impact of Organizational Structures on Behavior and Performance, Aligning Organizational Structures with Strategic Goals

**Total: 60 Hrs**

**Course Outcomes:**

At the end of this course, students should be able to:

1. Demonstrate a deep understanding of the core theories and principles of organizational behavior and their relevance to contemporary business practices.
2. Analyze and address practical challenges related to motivation, leadership, and learning in the workplace.
3. Develop strategies for successful change management based on an understanding of individual and group behavior within organizations.
4. Assess the role of organizational culture in shaping behavior and performance, and its influence on organizational success.
5. Evaluate different organizational structures and determine their impact on behavior, teamwork, and overall organizational effectiveness.

**Text Books:**

1. Buchanan, D. and Huczynski, A. 2019. *Organizational behaviour*. Harlow: Pearson
2. Mullins, L. and Rees. G. 2023. *Management and Organisational Behaviour*. Harlow: Pearson Education, Limited

**Reference Books:**

1. S.Chandan, "Organisational Behaviour", Vikas Publishing House Pvt. Ltd. 3rd Edition.
2. Robbins, S. (2013). *Organisational Behaviour*. Australia: Pearson Higher Education AU.
3. Fred Luthans, Brett C. Luthans, Kyle W. Luthans 2015 *Organizational Behavior: An Evidence-Based Approach*

**Course Description:**

The course provides an in-depth understanding of strategic management principles, including the analysis of macro and micro business environments, development and implementation of business strategies, and evaluation of strategic initiatives. Students will explore various strategic frameworks and tools, such as SWOT analysis, PESTEL analysis, and Porter's Five Forces, to develop, implement, and monitor business strategies effectively. Special focus will be given to applied strategies in family businesses, SMEs, innovation, entrepreneurship, and global markets.

**Course Objectives:**

1. To introduce students to the fundamental concepts and significance of strategic management.
2. To develop analytical skills for assessing the external and internal business environments.
3. To explore various strategic options at both business and corporate levels.
4. To provide practical knowledge on the implementation and evaluation of business strategies.
5. To examine specialized strategies tailored for family businesses, SMEs, and global markets.

**UNIT-I****12 Hrs**

Introduction to Strategic Management: Overview of Strategy, Strategic Position and its Significance, Strategy Development Processes- Steps and methodologies for developing strategies (SWOT analysis, scenario planning).

**UNIT-II****12 Hrs**

Strategic Analysis: Analyzing the Macro Environment affecting business (PESTEL analysis), Industry and Sector Analysis- Examining competitive forces within industries (Porter's Five Forces). Organizational Resources and Capabilities- Identifying and evaluating internal resources and capabilities for Strategic Advantage.

**UNIT-III****12 Hrs**

Strategic Choices: Business Strategy for Competitive Advantage- Exploring different types of business-level strategies (cost leadership, differentiation, focus, Corporate Strategy and its Implications- Understanding corporate-level strategies (diversification, mergers and acquisitions, vertical integration)

**UNIT-IV****12 Hrs**

Strategy Implementation and Evaluation: Tools and techniques for making strategic decisions, Approaches to effectively implement strategies within an organization, Techniques for monitoring and evaluating the success of strategies.

**UNIT-V****12 Hrs**

Specialized and Applied Strategies: Family Business Strategy- addressing unique strategic challenges and opportunities in family-owned businesses, Strategy in Small and Medium Enterprises (SMEs): Developing strategies tailored for SMEs, Innovation and Entrepreneurship Strategy: Fostering innovation and entrepreneurial strategies within businesses, Global Strategy: Understanding the complexities and strategies for operating in global markets.

Case Studies and Applications: Real-World Strategic Management Cases.

**Total: 60 Hrs**

**Course Outcomes:**

At the end of this course, students should be able to:

1. Demonstrate a comprehensive understanding of strategic management concepts and their significance.
2. Analyze the macro environment and competitive forces within industries using appropriate strategic frameworks.
3. Identify and evaluate organizational resources and capabilities to gain strategic advantage.
4. Formulate and implement effective business and corporate-level strategies.
5. Assess and apply specialized strategies in family businesses, SMEs, and global markets.

**Text Books:**

1. Whittington, R; Regner, P; Angwin, D; Johnson, G and Scholes, K. 2020. Exploring Strategy: Text and Cases 12th Edition. Published by Pearson, London.
2. Porter, M. (1996). What is Strategy? Harvard Business Review, 37-54

**Reference Books:**

1. Igor Ansoff Corporate Strategy. Tokyo McGraw Hill Book Co.
2. Mintzberg, H. (1987). The strategy concept I: Five Ps for strategy. *California management review*, 30(1), 11-24.
3. Markides, C. (2004). What is strategy and how do you know if you have one?. *Financial Times Handbook of Management*, 48.

**Course Description:**

This course offers a comprehensive analysis of the various external and internal factors that impact businesses today. Students will explore the dynamic nature of business environments, including the political, economic, social, technological, ethical, and global contexts.

**Course Objectives:**

1. To provide an overview of the business environment and the impact of uncertainty on businesses.
2. To examine the role of ethical considerations and environmental responsibility in business practices.
3. To understand the influence of technological advancements on business innovation and competition.
4. To explore the impact of social and cultural factors on business practices and consumer behavior.
5. To study globalization and its effects on international business strategies.

**UNIT-I****12 Hrs**

Introduction to the Business Environment: Overview of the business environment and the impact of uncertainty on businesses, The Changing Nature of the Firm: Evolution of business firms and their structures, The Changing Nature of Work and Critical Analysis: Transformation in work patterns, critical analysis of labor market trends, and workforce dynamics.

**UNIT-II****12 Hrs**

Political and Economic Environment: Political and Economic Environment- Analysis of how political and economic factors influence businesses, Contemporary Market Structures: Understanding different market structures (monopoly, oligopoly, perfect competition) and their implications on business operations.

**UNIT-III****12 Hrs**

Ethical and Natural Environment: Role of businesses in sustainable development, environmental responsibility, and ethical considerations in business practices. Technological Environment: Impact of technological advancements on business operations, innovation, and competition.

**UNIT-IV****12 Hrs**

Social and Cultural Environment: Examining the influence of social and cultural factors on business practices and consumer behavior. Concepts of cultural diversity, social responsibility, and corporate culture.

**UNIT-V****12 Hrs**

Globalisation and International Business: Understanding globalization, its impact on businesses, and strategies for operating in international markets. Adapting to Global Markets: Challenges and opportunities in global business, cross-cultural management.

**Total: 60 Hrs**



**Course Outcomes:**

At the end of this course, students should be able to:

1. Demonstrate a comprehensive understanding of the business environment and the impact of uncertainty on businesses.
2. Evaluate the role of businesses in sustainable development and ethical considerations in business practices.
3. Assess the impact of technological advancements on business operations and innovation.
4. Examine the influence of social and cultural factors on business practices and consumer behavior.
5. Develop strategies for operating in global markets and managing cross-cultural challenges.

**Text Books:**

1. John Kew and John Stredwick. 2008. Business Environment: Managing in a Strategic Context. CIPD - Kogan Page
2. Ian Worthington and Chris Britton. 2006. The Business Environment. Financial Times/ Prentice Hall
3. Andrew Crane and Dirk Matten. 2016. Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford University Press.

**Reference Books:**

1. David C. Thomas and Mark F. Peterson. 2017. Cross-Cultural Management: Essential Concepts
2. Charles W. L. Hill and G. Tomas M. Hult. 2018. International Business: Competing in the Global Marketplace. McGraw Hill

**Course Description:**

Healthcare analytics is a term used to describe the healthcare analysis activities that can be undertaken as a result of data collected claims and cost, pharmaceutical and research and development (R&D) data, clinical data (collected from electronic medical records (EHRs)), and patient behavior and sentiment data (patient behaviors and preferences, (retail purchases, e.g. data captured in running stores). This course provides insights to students about the importance of decisions by using the correct data and analysis tools. It is the need of modern hospital management.

**Course Objectives:**

Students undergoing this course are expected to:

1. Knowledge of basic concepts of health care analytics
2. Understanding of big data tools and techniques
3. Comprehensive understanding of data analysis
4. Understanding of data visualization and representation
5. Knowledge of AI and ML techniques

**UNIT-I** **15 Hrs**

Introduction to Business Analytics; importance and focus of predictive analytics, marketing analytics, healthcare analytics, social media analytics, supply chain analytics, retail, epidemiological analytics, customer analytics, people analytics and financial analytics

**UNIT-II** **12 Hrs**

Big Data source, Tools and techniques – Data Issues - Organization/ sources of data, Importance of data quality, HIS, LIS, RIS, SAP, Data Mining with XL Miner and R

**UNIT-III** **12 Hrs**

Data Analysis - Basic + Advanced excel, R / SAS, Power BI, Tableau, Qlikview , Gephi, Basic Statistics, Problem Solving

**UNIT-IV** **8 Hrs**

Data Visualization- Data representation – Dashboards, Reports; Marketing Analytics – MEXL

**UNIT-V** **13 Hrs**

AI and Machine Learning in Health care -Overview of techniques and applications,Traditional machine learning methods,AI for data analytics and data mining,Design and deployment of AI and Machine Learning solutions in health care:

**Total: 60 Hrs**

**Course Outcomes:**

At the end of this course, students should be able to:

1. Knowledge of health care analytics
2. Understanding the scope of big data tools and techniques
3. Knowledge of data analytics
4. Learning data visualisation
5. Understanding AI and ML techniques used in health care

**Text Books:**

1. Jay Liebowitz, Business Analytics: An Introduction. (2013). United States: CRC Press.
2. Laursen, G. H. N., Thorlund, J. (2010). Business Analytics for Managers: Taking Business Intelligence Beyond Reporting. United Kingdom

**Reference Books:**

1. Albright, S. C., Winston, W. L. (2016). Business Analytics: Data Analysis & Decision Making. Brazil: Cengage Learning.
2. Essentials of Business Analytics: An Introduction to the Methodology and Its Applications. (2019). Germany: Springer International

## **Value Added Course**

### **BBAV0002: Microsoft Excel-beginner to Advanced**

Microsoft Excel - Beginners to Advanced: MS Excel is still the most widely used tool for day to day work in business analytics across the world. By the end of this course, you will have mastered Excel, Pivot Tables, Conditional Formatting and will be ready to crunch numbers like a pro!

- Introduction and Excel installation
- Excel Interface and Keyboard Shortcuts
- Excel Operations and Formatting
- Excel Formula & Referencing
- Logical and Error Functions
- Date-Time & Text Functions
- Mathematical Functions in Excel
- Financial Functions in Excel
- LookUp Functions (VLookup, HLookup, Match, Index)
- Logical and Error Functions
- Statistical Function
- Sort, Filter, and Advance Filter
- Pivot Table
- Data Visualization in Excel
- Conditional Formatting, Advanced Formatting
- What-if Analysis Tools: Goal Seek, Scenario manager, & Data Tables
- Data Validation and Security of Excel sheets
- MS Excel vs. Google Sheet
- Modelling and Simulation

**SECOND YEAR - SEMESTER IV**

**BBAT2505 – Management Information Systems**

**BBAT2506 - Operations Management**

**BBAT2507 - Corporate Social Responsibility**

**BBAT2508 – Research Methodology**

**BBAT2509 - Business and Company Law**

**BBAT2505**

**Management Information Systems**

**LT P C**

**3 1 0 4**

**Course Description:**

This course introduces Management Information Systems (MIS), focusing on information technology use in business environments. Students will explore basic and advanced concepts in MIS, including system analysis, database management, enterprise systems, and emerging technologies.

**Course Objectives:**

1. Understand the role and importance of Management Information Systems in organizations.
2. Explore fundamental concepts in MIS, including system analysis, design, and implementation.
3. Examine advanced topics such as enterprise systems, business intelligence, and emerging technologies.
4. Analyze case studies and real-world examples to illustrate the application of MIS in different industries.
5. Develop practical skills in using MIS tools and technologies for decision support and strategic planning.
6. Evaluate ethical and social implications of MIS implementations in organizational contexts.

Overview of Management Information Systems. Role and functions of MIS in organizations.  
Introduction to Information Systems development lifecycle.

**Unit 2: Basics of Management Information Systems** **12 Hrs**

Fundamentals of System Analysis and Design. Database Management Systems (DBMS):  
Concepts and applications. Information Retrieval and Decision Support Systems (DSS).

**Unit 3: Advanced Concepts in Management Information Systems** **12 Hrs**

Enterprise Systems: ERP and CRM systems. Business Intelligence and Analytics. Big Data  
and Data Science in MIS.

**Unit 4: Emerging Technologies in Management Information Systems** **12 Hrs**

Cloud Computing and Virtualization. Internet of Things (IoT) and its applications in business.  
Artificial Intelligence and Machine Learning in MIS.

**Unit 5: Case Studies and Applications** **12 Hrs**

Case studies: Successful MIS implementations in various industries. Ethical and social  
implications of MIS: Privacy, security, and governance. Future trends and challenges in  
Management Information Systems.

**Total 60 Hrs**



**Course Outcomes:**

1. Apply fundamental concepts of MIS in analyzing and solving business problems.
2. Design and develop information systems to support organizational goals.
3. Utilize advanced MIS tools and technologies for data-driven decision-making.
4. Evaluate the impact of MIS on organizational efficiency and effectiveness.
5. Demonstrate proficiency in using MIS applications for strategic planning and competitive advantage.
6. Critically assess ethical and social issues related to MIS implementations.

**Textbooks:**

1. Laudon, K. C., & Laudon, J. P. (2022). *Management Information Systems: Managing the Digital Firm*. Pearson Education.
2. Oz, E. (2020). *Management Information Systems*. Cengage Learning.

**Reference Books:**

1. Stair, R. M., & Reynolds, G. W. (2021). *Principles of Information Systems*. Cengage Learning.
2. Turban, E., & Volonino, L. (2019). *Information Technology for Management: Digital Strategies for Insight, Action, and Sustainable Performance*. Wiley.

**Course Description:**

This course provides an overview of Operations Management (OM), focusing on managing production processes, systems, and strategies within organizations. Topics include plant location, layout, manufacturing systems, scheduling, ERP, supply chain management, operations strategy, and quality management.

**Course Objectives:**

1. Understand the fundamentals and significance of Operations Management.
2. Analyze plant location decisions and factors influencing location choices.
3. Explore plant layout strategies and their impact on production efficiency.
4. Examine various manufacturing systems and their applications.
5. Introduce scheduling techniques, ERP systems, supply chain strategies, operations strategy, and quality management principles.

**Unit 1: Introduction to Operations Management****12 Hrs**

Overview of Operations Management. Objectives and significance of OM. Dimensions of Operations Management: 4Vs (Volume, Variety, Variation, Visibility).

**Unit 2: Plant Location and Layout****12 Hrs**

Plant location decisions: Objectives, factors, and analysis. Plant layout: Types (Process, Product, Cellular) and their features.

**Unit 3: Manufacturing Systems****12 Hrs**

Introduction to manufacturing systems. Intermittent manufacturing systems: Job Production System, Batch Production System. Continuous manufacturing system.

**Unit 4: Scheduling and ERP****12 Hrs**

Scheduling techniques in operations management. Enterprise Resource Planning (ERP) systems: Functions and benefits.

**Unit 5: Supply Chain, Operations Strategy, and Quality Management****12 Hrs**

Supply Chain Management: Strategies and integration into operations. Operations Strategy: Formulation and implementation. Quality Management: Principles and practices in operations.

**Total 60 Hrs**

**Course Outcomes:**

1. Apply operations management principles to optimize production processes.
2. Analyze and make informed decisions regarding plant location and layout.
3. Implement scheduling techniques and ERP systems effectively.
4. Evaluate supply chain strategies and their impact on operational efficiency.
5. Develop and implement operations strategies aligned with organizational goals.
6. Apply quality management principles to enhance product and service quality.

**Textbooks:**

1. Stevenson, W. J. (2022). *Operations Management*. McGraw-Hill Education.
2. Slack, N., Brandon-Jones, A., & Johnston, R. (2021). *Operations Management*. Pearson Education.

**Reference Books:**

1. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2019). *Operations Management: Processes and Supply Chains*. Pearson Education.
2. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019). *Operations and Supply Chain Management*. McGraw-Hill Education.

**Course Description:**

This course explores Corporate Social Responsibility (CSR) within organizations, examining its historical evolution, theoretical frameworks, practical activities, current trends, and strategic implications for sustainable development. Topics include CSR theories, stakeholder engagement, challenges, and successful corporate initiatives.

**Course Objectives:**

1. Understand the historical evolution and theoretical foundations of Corporate Social Responsibility (CSR).
2. Analyze various CSR activities, their nature, types, and impact on different stakeholder groups.
3. Explore current trends and opportunities in CSR, viewing CSR as a strategic business tool for sustainable development.
4. Examine the drivers of CSR implementation and the challenges involved in managing CSR effectively.
5. Review successful corporate CSR initiatives and their impact on business and society.

**Unit 1: History and Evolution of CSR****12 Hrs**

Historical development of Corporate Social Responsibility (CSR). Evolution of CSR theories: From philanthropy to strategic CSR.

**Unit 2: CSR Activities and Stakeholder Engagement****12 Hrs**

Nature and types of CSR activities. CSR towards various groups of stakeholders: Employees, communities, environment, etc.

**Unit 3: Current Trends and Opportunities in CSR****12 Hrs**

Emerging trends in CSR practices. CSR as a strategic business tool for sustainable development.

**Unit 4: Drivers and Challenges of CSR****12 Hrs**

Motivations and drivers behind CSR initiatives. Challenges in implementing and managing CSR effectively.

**Unit 5: Review of Successful Corporate CSR Initiatives****12 Hrs**

Case studies of successful corporate CSR initiatives. Impact assessment of CSR initiatives on business performance and societal outcomes.

**Total 60 Hrs**

**Course Outcomes:**

1. Critically evaluate the historical evolution and theoretical frameworks of CSR.
2. Analyze and apply different types of CSR activities to various stakeholder groups.
3. Identify and assess current trends and opportunities in CSR for sustainable business practices.
4. Discuss the strategic importance of CSR as a tool for enhancing corporate reputation and sustainability.
5. Evaluate challenges faced by organizations in implementing CSR and propose solutions.
6. Review and critique successful corporate CSR initiatives through case studies and real-world examples.

**Textbooks:**

1. Carroll, A. B., & Shabana, K. M. (2021). *The Business Case for Corporate Social Responsibility: Understanding and Measuring Economic Impacts of Corporate Social Performance*. Routledge.
2. Blowfield, M., & Murray, A. (2014). *Corporate Responsibility*. Oxford University Press.

**Reference Books:**

1. Visser, W. (2018). *The World Guide to CSR: A Country-by-Country Analysis of Corporate Sustainability and Responsibility*. Greenleaf Publishing.
2. Matten, D., & Moon, J. (2020). *Corporate Social Responsibility: A Very Short Introduction*. Oxford University Press.

**BBAT2508**

**Research Methodology**

**LT P C**

**3 1 0 4**

**Course Description:**

This course offers input to administrators towards identifying the key areas for research, following appropriate research tools and techniques, collecting and analyzing data, using appropriate statistics to confirm the findings, etc.

**Course Objectives:**

Students undergoing this course are expected to:

1. Acquire basic knowledge of research types and methods
2. Familiarize with sample and sampling techniques
3. Understand data collection sources.
4. Understand the concepts related to data processing.
5. Apply the correct statistical test for analysis and interpret the results of statistics



**Unit-1****12 Hrs**

Introduction: Meaning - Purpose and scope of Research, Steps in Research, identifying the research problem, Concepts, Constructs and theoretical framework, Types and Methods of research, Review of Literature: Need - sources to collect review, how to write review of literature survey using Internet

**Unit- 2****12 Hrs**

Sampling and Sampling Techniques Introduction - Census VS Sampling, Characteristics of Good Sample - Advantages and Limitations of Sampling, Sampling Techniques or Methods (Probability and Non Probability), Sample design - Sampling frame, Criteria for selecting Sampling Techniques.

**Unit-3****12 Hrs**

Collection of data: Data Meaning - types of Data - Sources of Data - primary Data - Secondary data, Data collection instruments, Questionnaire, Interview Schedule Preparation model - Pilot study.

**Unit-4****12 Hrs**

Processing of Data: Editing Data, Coding, Classification of Data, Tabulation of Data

**Unit-5****12 Hrs**

Data Presentation and Analysis- Hypothesis Testing - Concept - Need - Characteristics of Hypothesis, Types of Hypothesis- procedure for Hypothesis, Various Hypothesis tests - T Test, Z - test -, Chi- Square Test - ANOVA (theory only), Introduction to SPSS., Diagrams and Graphs: Limitations - types ( using Excel Sheet)

**Total 60 Hrs**

**Course Outcomes:**

1. Demonstrate a comprehensive understanding of various research types and methods.
2. Effectively utilize appropriate sampling techniques in research projects.
3. Identify and employ suitable sources for data collection.
4. Exhibit proficiency in data processing concepts and techniques.
5. Apply appropriate statistical tests to analyze data and accurately interpret statistical results.

**Text Books:**

1. Handbook of Research Methodology: A Compendium for Scholars & Researchers. (n.d.).  
(n.p.): Educreation
2. Kothari, C. R. (2004). Research Methodology: Techniques. India: New Age International

**Reference Books:**

1. Hareendran, A., Chandra, V. (2017). Research Methodology by Pearson 1st Edition. India: Pearson Education India.
2. Lokanadha Reddy, G. (2016). Research Methodology and Statistics in Education. India: DISCOVERY PUBLISHING HOUSE

**BBAT2509**

**Business and Company Law**

**LT P C**

**4 0 0 4**

**Course Description:**

This course provides a comprehensive understanding of Business and Company Law, focusing on legal principles relevant to business operations and corporate governance. Topics include the Indian Contract Act, types of contracts, guarantees, bailment, and an introduction to Company Law including types of companies, formation, registration, and corporate governance.

**Course Objectives:**

1. Understand the fundamental legal concepts and principles underpinning business operations.
2. Analyze different types of contracts and their legal elements.
3. Evaluate the legal aspects of guarantees, indemnity, bailment, and pledge.
4. Examine the formation, registration, and governance of companies.
5. Apply legal knowledge to analyze case studies and real-world business scenarios.

**Unit 1: Introduction to Business Law****12 Hrs**

Law-Meaning and Nature of Law, Sources of Indian Law Legal Environment of Business. Mercantile Law, Basic Legal Concepts and Essentials of Law.

**Unit 2: Law of Contract****12 Hrs**

Introduction to the Law of Contract: Objectives and Definitions. Elements of a Valid Contract: Offer and Acceptance, Consideration, Consent. Capacity to Contract and Freedom to Contract. Performance, Discharge, and Breach of Contracts. Void Agreements and Quasi Contracts.

**Unit 3: Contracts of Guarantee and Indemnity****12 Hrs**

Contracts of Guarantee and Indemnity: Introduction to Indemnity and Guarantee, Types of Guarantees, Rights and Liabilities of Creditor and Surety, Warranties vs. Guarantee.

**Unit 4: Contracts of Bailment and Pledge****12 Hrs**

Introduction to Bailment and Pledge: Definition and Kinds of Bailment, Rights and Duties of Bailor and Bailee., Termination of Bailment, Finder of Lost Goods.

**Unit 5: Company Law****12 Hrs**

Introduction to Company Law:

Types of Companies: Private, Public, One Person Company (OPC), Formation of a Company: Process and Documents Required. Registration of a Company: Legal Requirements and Procedures. Company Meetings: Types and Procedures.

Directors and Auditors: Roles, Responsibilities, and Appointment.

**Total 60 Hrs**

**Course Outcomes:**

1. Apply knowledge of Business and Company Law to analyze and solve legal issues in business contexts.
2. Evaluate contracts, guarantees, bailments, and pledges within a legal framework.
3. Discuss the formation, governance, and regulatory compliance of companies.
4. Analyze and interpret legal documents and case studies related to business law.
5. Develop skills in legal reasoning and application to business scenarios.

**Textbooks:**

1. Kapoor, N. D., & Puri, R. (2022). *Business Law*. Sultan Chand & Sons.
2. Sen, S. (2021). *Mercantile Law*. Oxford University Press.

**Reference Books:**

1. Avtar Singh. (2020). *Company Law*. Eastern Book Company.
2. S. K. Aggarwal. (2019). *Business Laws*. Chand Publishing.

## **Value Added Course**

### **BBAV0003: Master Tableau from Scratch**

Convert your data into actionable insights, create dashboards to impress your clients, and learn Tableau tips, tricks and best practices for your business analytics role

- The Power of Visualization
- Getting Started with Tableau, Installation
- Tableau interface & connecting with different Data Sources
- Loading Dataset & Understanding Variables
- Getting Hands-On with Tableau: Labels, Formatting, colors, filters, and exporting Tableau worksheet
- Different Chart Types: Line Charts, Geo-spatial analysis using Maps, Dual axis charts etc
- Calculated fields and Parameters: Feature Engineering, Parameter Analysis
- Joining and Blending Data in Tableau
- Building Powerful Dashboard in Tableau, Blueprint for Multi-Dashboard View
- The Art of Storyboarding in Tableau
- Capstone Project

**THIRD YEAR Semester V @TAU**

**BBAT3501 – International Business Management**

**BBAT3502 - Business Statistics**

**BBAT3503 – Project Management**

**BBAT3504 - Supply Chain Management**

**BBAT3601 - Program Elective 1**

**BBAT3501**

**International Business Management**

**LT P C**

**4 0 0 4**

**Course Description:**

This course emphasizes the managerial process in the international environment and provides an operational assessment of the fundamental issues involved in the management of international and multinational corporations

**Course Objectives:**

1. To know international business and its scope
2. To make international business analysis
3. To understand globalisation
4. To know about Multinational Corporations
5. To obtain knowledge of export promotion assistance



**Unit-1****12 Hrs**

Introduction To International Business, Evolution of international business, nature of international business, need & importance of International Business, stages of internationalization, (EPRG) approaches to international business, theories of international business

**Unit- 2****12 Hrs**

International business analysis- modes of entry- exporting (direct and indirect) licensing, franchising, contract manufacturing, management contracts, turnkey projects, „Joint ventures- Mergers and Acquisitions- Foreign direct investment -Comparison of different modes of entry.

**Unit-3****12 Hrs**

Globalization, Meaning- Definition and Features-Globalization, -Advantages and Disadvantages, Socio–Cultural, Political & Legal and Economic Implications, Globalization and India. GATT and WTO.

**Unit-4****12 Hrs**

MNCs And International Business And International Marketing Intelligence, Definition, Distinction among Domestic Companies, International Company, MNC, Global Company and TNC, Merits and Demerits, MNC s and India.

**Unit-5****12 Hrs**

Export Promotion, Assistance and Incentives to Indian Exporters, Export Promotion measures/Schemes: Market development assistance, Cash compensatory scheme, duty drawback scheme, Replenishment licensing scheme, Duty exemption scheme.

**Course Outcomes:**

1. Able to understand basics of international business
2. To be able to make international business analysis
3. Sound knowledge of globalization
4. To be aware of multinational corporations
5. To obtain knowledge of export promotion assistance

**Text Books:**

- 1.Sumati Varma. 2013. International Business (1st edition 2013), Pearson.
- 2.International Business Texts and Cases, P.SubbaRao Third revised and enlarged edition Himalaya Publishing House 2013

**References**

1. International Trade and Export Management, Francis Cherunilam, Himalaya Publishing House Latest Edition
- 2.K.Ashwathappa ,International Business,7th Edition,2020 Mc Graw Hill Publishing
3. International Business Oxford Higher Education,Oxford University Press: Illustrated edition 200

**BBAT3502**

**Business Statistics**

**LT P C**

**3 1 0 4**

**Course Description:** This course is designed to provide students with a comprehensive understanding of statistical concepts and their practical application in the field of business. It covers essential topics such as data collection, analysis, and interpretation.

**Course Objectives: -**

1. To be knowledgeable about Business statistics.
2. To assess role of measures of dispersion.
3. To enumerate correlation and regression between variables.
4. To familiarize student's statistics and its role in business.
5. To know the statistical tools and its usage for business.

**Unit I- Introduction and Measures of Central Tendency** **12 Hrs**

Introduction – Meaning and Definition of Statistics – Collection and Tabulation of Statistical Data – Presentation of Statistical Data – Graphs and Diagrams- Measures of Central Tendency – Arithmetic Mean, Median and Mode – Harmonic Mean and Geometric Mean.

**Unit II- Measures of Variation and Correlation** **12 Hrs**

Measures of Variation – Standard Deviation –Mean deviation – Quartile deviation- Skewness and kurtosis – Lorenz Curve –Simple Correlation – Scatter Diagram – Karl Pearson's Correlation – Rand Correlation – Regression.

**Unit III- Regression Analysis** **12 Hrs**

Regression Analysis – Regression Vs Correlation, Linear Regression, Regression lines, Standard error of estimates.

**UNIT IV- Time Series Analysis** **12 Hrs**

Time Series-Meaning and significance – utility, components of Time series- Measurement of Trend: Method of least squares, Parabolic Trend and Logarithmic trend.

**UNIT V- Index Numbers** **12 Hrs**

Meaning and significance, problems in construction of index numbers, methods of constructing index numbers – weighted and unweighted, test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index numbers.

**Total 60 Hrs**

**Course Outcomes:**

1. To effectively summarize and interpret datasets using measures of central tendency, and apply these concepts to practical scenarios.
2. Calculate and interpret measures of variation to understand data dispersion and relationships between variables.
3. Analyze and interpret regression models to explore and predict relationships between variables.
4. Analyze and interpret time series data to identify trends, seasonal patterns, and forecast future values.
5. Calculate and interpret index numbers to measure and compare relative changes in variables over time.

**Text books:**

1. Roger E. Kirk Statistics: An Introduction, Fifth Edition, Thomson-Wadsworth Publication.
2. Dr. S.P. Gupta, Dr. M. P. Gupta, 2017, Business Statistics–Eighteenth Edition –Sultan Chand and sons, NewDelhi.ISBN:978-93-5161-012-0.
3. Mc Clave, Benson and Sincich, Statistics for Business and Economics, Eleventh Edition, Prentice Hall Publication.

**References:**

1. Jack Levin, James Alan Fox, Elementary Statistics in Social Research, Pearson Education.
2. S. P. Gupta, Statistical Methods, Sultan Chand & Sons, NewDelhi,2007.
3. S.P. Gupta, Elements of Business Statistics, Sultan Chand & Sons, NewDelhi,2007.
4. J. K. Sharma, Business Statistics, Pearson Education, New Delhi,2007.
5. R. S. N. Pillai and Bagavathi, 2016, Statistics: Theory and Practice – 8th Edition – S. Chand and Co., Ltd., ISBN: 978-93-525-3309-1.

**BBAT3503**

**Project management**

**LT P C**

**4 0 0 4**

**Course Description:**

This course offers a comprehensive understanding of project management principles, methodologies, and practices. It covers the entire project lifecycle, including project initiation, planning, execution, monitoring, and closure. The course aims to equip students with the skills to manage projects effectively, ensuring they meet their objectives within scope, time, and budget constraints.

**Course Objectives:**

1. Understand the key concepts and phases of project management.
2. Develop skills to plan, execute, and control projects effectively.
3. Apply project management tools and techniques for scheduling, budgeting, and risk management.
4. Manage project teams and stakeholders to achieve project goals.
5. Evaluate project performance and implement strategies for project success.

## **Unit-1**

**Introduction to Project Management:** Definition and Importance of Project Management, Project Life Cycle and Phases, Project Management Framework, Key Project Management Terms and Concepts, The Role of a Project Manager.

## **Unit-2**

**Project Planning:** Developing a Project Charter, Defining Project Scope and Objectives, Work Breakdown Structure (WBS), Project Scheduling Techniques (Gantt Charts, Critical Path Method), Budgeting and Resource Allocation, Risk Management Planning.

## **Unit-3**

**Project Execution and Control:** Managing Project Teams and Stakeholders, Implementing Project Plans, Monitoring and Controlling Project Performance, Managing Project Changes and Scope Creep, Quality Management in Projects, Performance Measurement (Earned Value Management).

## **Unit-4**

**Project Closure:** Project Closure Procedures, Conducting Project Reviews and Post-Mortem Analysis, Documenting Lessons Learned, Finalizing Project Deliverables, Handover and Acceptance, Celebrating Success and Recognizing Team Contributions.

## **Unit-5**

**Advanced Topics in Project Management:** Agile and Scrum Methodologies, Project Management Software and Tools, Project Management in Different Industries (IT, Construction, Manufacturing), Ethical and Legal Issues in Project Management, Future Trends in Project Management.

**Course Outcomes:**

1. Demonstrate an understanding of project management principles and methodologies.
2. Develop and implement comprehensive project plans.
3. Execute and control projects effectively, ensuring they meet scope, time, and budget requirements.
4. Manage project teams and stakeholders to achieve project objectives.
5. Apply advanced project management techniques and tools to improve project outcomes.

**Text Books:**

1. Project Management Institute (PMI). (2021). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. PMI.
2. Kerzner, H. (2017). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. Wiley.
3. Meredith, J. R., & Mantel, S. J. (2017). *Project Management: A Managerial Approach*. Wiley.

**Reference Books:**

1. Academic Journals: *International Journal of Project Management*, *Project Management Journal*
2. Online Resources: *PMI (Project Management Institute)*, *PRINCE2 (PRojects IN Controlled Environments)*



**BBAT3504**

**Supply Chain Management**

**LT P C**

**4 0 0 4**

**Course Description:** This course provides a comprehensive overview of supply chain management (SCM) concepts, strategies, and practices. It covers the flow of goods and services, including all processes that transform raw materials into final products. The course aims to equip students with the knowledge and skills needed to effectively manage and improve supply chains.

**Course Objectives:**

1. Understand the fundamentals and key components of supply chain management.
2. Analyze the roles of various stakeholders in a supply chain.
3. Explore supply chain design, planning, and control.
4. Develop strategies for efficient and responsive supply chain management.
5. Examine the impact of technology and innovation on supply chains.

**Unit-1****12 Hrs**

Introduction: Definition and Importance of SCM, Key Components of a Supply Chain, SCM vs. Logistic, Supply Chain Strategy Formulation, Supply Chain Network Design.

**Unit- 2****12 Hrs**

Demand and Inventory Management: Demand Forecasting Techniques, Sales and Operations Planning (S&OP), Inventory Types and Functions, Inventory Control Techniques, Economic Order Quantity (EOQ) Model

**Unit-3****12 Hrs**

Procurement and Production: Procurement Process, Supplier Selection and Evaluation, Strategic Sourcing, Production Planning Strategies, Scheduling Techniques, Just-in-Time (JIT) Production

**Unit-4****12 Hrs**

Logistics and Technology in Supply Chain: Transportation Management, Warehousing and Distribution Centers, Distribution Strategies.

**Unit-5****12 Hrs**

Information Technology and Sustainability Practices: Role of IT in SCM, Enterprise Resource Planning (ERP) Systems, Emerging Technologies (AI, Blockchain, IoT), Green Supply Chain Practices, Corporate Social Responsibility (CSR), Sustainable Sourcing and Production

**Course Outcomes:**

1. Demonstrate an understanding of supply chain concepts and their importance in business operations.
2. Analyze and design effective supply chain strategies.
3. Identify and evaluate the roles and relationships of various supply chain participants.
4. Apply logistics and inventory management techniques to optimize supply chain performance.
5. Assess the impact of technological advancements on supply chain management.

**Text Books:**

1. Chopra, S., & Meindl, P. (2020). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.
2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*. McGraw-Hill.
3. Hugos, M. (2018). *Essentials of Supply Chain Management*. Wiley

**Reference Books:**

1. Academic Journals: *Journal of Supply Chain Management, International Journal of Physical Distribution & Logistics Management*
2. Online Resources: Supply Chain Management Review, APICS

## **Value Added Course**

### **BBAV0004: Exploratory Data Analysis and Statistics**

Statistics forms the backbone of business analytics. Here, you will learn both descriptive as well as inferential statistics, how to use it for performing exploratory data analysis, and how all of that fits into the business analytics world

- Introduction
- Importance of Stats and EDA
- Problem statement and Hypothesis Generation
- System Setup, reading and Understanding Data,
- Central limit Theorem, Confidence Interval and Margin of Error
- Probability for Data Analyst
- Exploring Continuous Variables: Central Tendency, KDE plots, Distributions,
- Univariate Analysis
- Exploring Categorical Variables: Central Tendency, Discrete Distribution
- Identifying & Handling Missing Values and Outliers
- Bivariate Analysis- Introduction
- Continuous Variable: Covariance, Correlataion, Tables and Graphs,
- Bivariate Analysis
- Continuous Categorical: Hypothesis Testing, Z-test, T-test, Bivariate
- Analysis, Chi Squared Test
- Multivariate Analysis: Pivot Table, ANOVA, MANOVA
- Case Study

### **THIRD YEAR Semester VI**

**BBAT3505 - Fundamentals of Quality Management**

**BBAT3506 - Sustainability Management**

**BBAT3507 - Healthcare Management**

**BBAT3508 - Economics and Taxation**

**BBAT3602- Program Elective 2**

**BBAT3505 Fundamentals of Quality Management**

**LT P C**

**3 1 0 4**

#### **Course Description:**

This course offers a foundational understanding of quality management principles, strategies, and practices. It focuses on ensuring products and services meet established standards of quality and continuously improve through various methodologies. Students will learn about the tools and techniques essential for managing and enhancing quality in different organizational settings.

**Course Objectives:**

1. Grasp the core principles and concepts of quality management.
2. Understand various quality management systems and standards.
3. Explore the methodologies for quality improvement and control.
4. Develop strategies for implementing and maintaining quality management practices.
5. Assess the role of leadership and culture in quality management.

**Unit-1****12 Hrs**

**Introduction to Quality Management:** Definition and Importance of Quality Management, Evolution of Quality Management, Quality Management Systems (QMS), Overview of Key Standards (ISO 9001, Six Sigma), Quality Management vs. Quality Control vs. Quality Assurance.

**Unit-2****12 Hrs**

**Quality Planning and Assurance:** Quality Planning Processes, Quality Assurance Techniques, Quality Function Deployment (QFD), Quality Metrics and Measurement, Statistical Tools for Quality Management, Benchmarking and Best Practices.

**Unit-3**

**12 Hrs**

**Quality Control Methods:** Control Charts, Process Capability Analysis, Root Cause Analysis, Failure Mode and Effects Analysis (FMEA), Inspection and Testing, Reliability Engineering.

**Unit-4**

**12 Hrs**

**Continuous Improvement:** Introduction to Continuous Improvement Models (PDCA, DMAIC), Lean Management Principles, Kaizen, Total Quality Management (TQM), Six Sigma Methodology, Role of Employee Involvement and Training.

**Unit-5**

**12 Hrs**

**Leadership and Organizational Culture:** Role of Leadership in Quality Management, Developing a Quality Culture, Change Management in Quality Initiatives, Quality Management and Customer Satisfaction, Quality Audits and Compliance, Case Studies and Practical Applications.

**Total 60 Hrs**

**Course Outcomes:**

1. Demonstrate an understanding of quality management principles and their application.
2. Analyze and apply various quality management tools and techniques.
3. Develop and implement quality management systems and improvement strategies.
4. Evaluate the impact of leadership and organizational culture on quality management.
5. Assess and respond to quality-related challenges in real-world scenarios.

**Text Books:**

1. Juran, J. M., & Godfrey, A. B. (1999). *Juran's Quality Handbook*. McGraw-Hill.
2. Montgomery, D. C. (2019). *Introduction to Statistical Quality Control*. Wiley.
3. Goetsch, D. L., & Davis, S. (2020). *Quality Management for Organizational Excellence: Introduction to Total Quality*. Pearson.

**Reference Books:**

1. Academic Journals: *Journal of Quality in Maintenance Engineering, Quality Engineering*
2. Online Resources: *American Society for Quality (ASQ), Quality Digest*

**BBAT3506****Sustainability Management****LT P C****4 0 0 4****Course Description:**

This course explores the principles and practices of sustainability management, focusing on integrating environmental, social, and economic considerations into organizational strategies.



It aims to equip students with the knowledge and skills needed to promote sustainable development, manage resources responsibly, and enhance organizational sustainability.

**Course Objectives:**

1. Understand the foundational concepts and importance of sustainability management.
2. Analyze and apply sustainability frameworks and standards.
3. Develop strategies for integrating sustainability into business practices.
4. Assess the impact of sustainability initiatives on organizational performance and stakeholder relationships.
5. Explore emerging trends and technologies in sustainability management.

**Unit-1**

**12 Hrs**

**Introduction to Sustainability Management:** Definition and Principles of Sustainability, Triple Bottom Line (TBL) Concept, Corporate Social Responsibility (CSR), Sustainability vs. Environmental Management, Key Drivers of Sustainability in Business.

**Unit-2**

**12 Hrs**

**Sustainability Frameworks and Standards:** Overview of Global Sustainability Frameworks (e.g., UN Sustainable Development Goals, Global Reporting Initiative), ISO 14001 (Environmental Management Systems), ISO 26000 (Social Responsibility), Environmental Impact Assessments (EIAs).

**Unit-3**

**12 Hrs**

**Sustainability Strategy and Implementation:** Developing a Sustainability Strategy, Integrating Sustainability into Business Models, Resource Efficiency and Waste Reduction, Sustainable Supply Chain Management, Green Innovation and Eco-Design.

**Unit-4**

**12 Hrs**

**Measuring and Reporting Sustainability Performance:** Sustainability Metrics and Key Performance Indicators (KPIs), Reporting and Communication of Sustainability Performance (e.g., Sustainability Reports, Integrated Reporting), Stakeholder Engagement and Feedback Mechanisms.

**Unit-5**

**12 Hrs**

**Emerging Trends and Technologies:** Advances in Sustainable Technologies (e.g., Renewable Energy, Circular Economy), Climate Change Adaptation and Mitigation, Role of Digital Tools and Big Data in Sustainability, Case Studies on Successful Sustainability Practices.

**Total 60 Hrs**

**Course Outcomes:**

1. Demonstrate a thorough understanding of sustainability management principles and practices.
2. Apply sustainability frameworks and standards to organizational contexts.
3. Develop and implement effective sustainability strategies and initiatives.
4. Measure and report on sustainability performance, engaging stakeholders effectively.

5. Analyze emerging trends and technologies in sustainability management and their implications for businesses.

**Text Books:**

1. Elkington, J. (1997). *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Capstone Publishing.
2. Hart, S. L. (1997). *Beyond Greening: Strategies for a Sustainable World*. Harvard Business Review.
3. Schaltegger, S., & Wagner, M. (2017). *Managing the Business Case for Sustainability: The Integration of Social, Environmental and Economic Performance*. Routledge.

**Reference Books:**

1. Academic Journals: *Journal of Cleaner Production, Sustainability*
2. Online Resources: *Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB)*

**BBAT3507**

**Healthcare Management**

**LT P C**

**4 0 0 4**

**Course Description:**

This course offers a comprehensive introduction to healthcare management, focusing on global and Indian healthcare systems. Students will learn about healthcare facility operations, human

resource challenges, and financial management, including revenue cycles and cost accounting. The course also covers marketing strategies and long-term planning for healthcare institutions, equipping students with the skills needed to manage healthcare organizations effectively.

**Course Objectives:**

1. To understand the structure and key components of healthcare systems globally and in India.
2. To learn about the operations and processes involved in managing healthcare facilities.
3. To explore the human resource challenges and leadership roles in healthcare organizations.
4. To understand the financial models, revenue management, and cost accounting in healthcare.
5. To learn marketing strategies and long-term planning for healthcare institutions.

**Unit-1**

**12 Hrs**

**Introduction to Healthcare Systems:** Overview of Healthcare Systems: Structure and types. Key Stakeholders in Healthcare: Government bodies, healthcare providers, insurers, and patients. Healthcare Policy and Regulation: Overview of health policies, health acts, and the

role of regulation. Global Healthcare Systems: Comparative analysis of healthcare systems in different countries

## **Unit-2**

**12 Hrs**

**Health care Human Resource Management:** Roles and Responsibilities of Healthcare Workers: Doctors, nurses, technicians, administrators. Employee Engagement and Well-being in Healthcare: Stress management, burnout prevention. Ethical Considerations in Healthcare HRM: Confidentiality, consent, and patient rights

## **Unit-3**

**12 Hrs**

**Healthcare Marketing and Strategic Management:** Branding and Positioning in Healthcare: Building trust and reputation in the healthcare sector. Strategic Planning in Healthcare: Formulating long-term goals for growth and sustainability. Healthcare Risk Management: Identifying and managing risks to patients, staff, and operations

## **Unit-4**

**12 Hrs**

**Financial Management in Healthcare:** Healthcare Financial Models: Government vs. private healthcare financing. Revenue Cycle Management: Billing, collections, and payment processes. Cost Accounting in Healthcare: Techniques for tracking healthcare costs and profitability. Insurance and Reimbursement: Health insurance systems, reimbursement models (fee-for-service, value-based care)

## **Unit-5**

**12 Hrs**

**Healthcare Operations Management:** Operations in Healthcare Facilities: Structure of hospitals, clinics, and healthcare centers. Quality Management in Healthcare: Tools and techniques for maintaining service quality. Healthcare Supply Chain Management: Managing drugs, medical equipment, and other essentials. Healthcare Information Systems: Role of IT in operations (EMR, EHR, telemedicine)

**Total 60 Hrs**

## **Course Outcomes:**

1. Explain how different healthcare systems function and the role of key stakeholders.
2. Identify and apply techniques to improve the efficiency of healthcare operations.

3. Explain workforce management strategies and the roles of different healthcare professionals.
4. Ability to analyze healthcare financial statements and explain the revenue cycle in healthcare organizations.
5. Ability to develop strategic plans and propose marketing techniques for healthcare services.

**Text Books:**

1. Hospital Administration and Human Resource Management by D. K. Sharma and R. C. Goya
2. Strategic Healthcare Management: Planning and Execution by Stephen Walston
3. Health Care Operations Management: A Systems Approach by James R. Langabeer and Jeffrey Helton

**Reference Books:**

1. Human Resources in Healthcare: Managing for Success by Bruce J. Fried and Myron D. Fottler
2. Healthcare Finance: An Introduction to Accounting and Financial Management by Louis C. Gapenski and Kristin L. Reiter

**Course Description:**

This course provides an overview of the fundamental principles of economics and taxation. It covers essential economic theories, models, and concepts, alongside the principles and practices of taxation. The course aims to equip students with a comprehensive understanding of how economic policies and tax regulations impact businesses and individuals.

**Course Objectives:**

1. Understand fundamental economic principles and how they influence decision-making.
2. Analyze the role of taxation in economic policy and its impact on business and personal finances.
3. Explore different types of taxes and tax systems.
4. Develop an understanding of how to apply economic theories to real-world scenarios.
5. Evaluate the effects of economic and tax policies on various economic agents and sectors.

**Introduction to Economics:** Basic Economic Concepts, Supply and Demand Analysis, Market Equilibrium, Elasticity, Economic Systems, Microeconomics vs. Macroeconomics, The Role of Government in Economics.

**Unit-2**

**12 Hrs**

**Macroeconomic Theories and Policies:** Aggregate Demand and Aggregate Supply, Fiscal Policy, Monetary Policy, Economic Growth and Development, Inflation and Unemployment, Business Cycles, International Trade and Exchange Rates.

**Unit-3**

**12 Hrs**

**Introduction to Taxation:** Principles of Taxation, Types of Taxes (Direct vs. Indirect Taxes), Taxation Systems (Progressive, Regressive, Proportional), Tax Policy Objectives, The Role of Taxation in Economic Policy, Taxation and Income Redistribution.

**Unit-4**

**12 Hrs**

**Business Taxation:** Corporate Taxation Principles, Taxable Income and Deductions, Tax Credits and Incentives, Value-Added Tax (VAT) and Goods and Services Tax (GST), Transfer Pricing, International Taxation and Treaties.

**Unit-5**

**12 Hrs**

**Personal Taxation and Tax Planning:** Individual Income Tax Principles, Tax Brackets and Rates, Taxation of Investments and Savings, Estate and Gift Taxes, Tax Planning Strategies, Compliance and Reporting Requirements, Recent Trends in Tax Legislation.

**Total 60 Hrs**

**Course Outcomes:**



1. Demonstrate an understanding of key economic concepts and their applications.
2. Analyze the impact of economic policies on businesses and individuals.
3. Explain different types of taxes and their role in economic policy.
4. Apply taxation principles to various business and personal financial scenarios.
5. Evaluate the effects of taxation and economic policies on economic performance and equity.

**Text Books:**

1. Mankiw, N. G. (2021). *Principles of Economics*. Cengage Learning.
2. Parkin, M., & Bade, R. (2018). *Economics*. Pearson.
3. Musgrave, R. A., & Musgrave, P. B. (1989). *Public Finance in Theory and Practice*. McGraw-Hill.

**Reference Books:**

1. Academic Journals: *Journal of Economic Perspectives*, *National Tax Journal*
2. Online Resources: *International Monetary Fund (IMF)*, *World Bank Economic Data*

***PROGRAM ELECTIVE COURSE***

Students will have the option to select one Program Elective paper in both the V and VI Semesters.

<b>Choice as per Themes</b>	<b>Course Semester -V</b>	<b>Course for Semester -VI</b>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Indian Financial System</li> <li>• Investment Analysis and Portfolio Management</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Modeling and Derivatives</li> <li>• Corporate Finance</li> </ul>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Consumer Behavior</li> <li>• Services Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Personal Selling and Sales Force Management</li> <li>• Strategic Marketing Management</li> </ul>
<b>Human Resource Management</b>	<ul style="list-style-type: none"> <li>• Training and Development</li> <li>• Human Resource Analytics</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Development</li> <li>• International Human Resource Management</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Operations of Manufacturing Industry</li> <li>• Operations of Service Industry</li> </ul>	<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Operations of Retail Industry</li> </ul>

## **PROGRAM ELECTIVE COURSE**

### **V SEMESTER**

#### **FINANCE**

**Course Title Indian Finance System**

**LT P C**

**4 0 0 4**

**Course Description:** The objective of this course is to acquaint the students to global trends influencing the business environment

**Course Objectives:**

1. Understand the structure and functions of the Indian financial system.
2. Learn about financial system regulators and key reforms after the 1990s.
3. Explore the operations of primary markets and the role of intermediaries.
4. Examine secondary market operations, money markets, and mutual funds.
5. Gain knowledge of various financial services, including investment banking and insurance.

**Unit 1 Introduction and overview**

Indian financial system: Overview – financial systems functions – organization and structure.

Indian financial system environment: Post 1990s, Changes and Dynamism Occured.

Globalization and financial sector changes.

## **Unit 2 Regulatory Framework**

Financial system regulators: RBI-SEBI-PFRDA-IRDA. Reforms as per regulator's guidelines and proposals. Acts and Regulations Implemented after 1990s.

## **Unit 3 Financial markets: Primary Market:**

Primary vs. Secondary markets. New issues-Primary market operation-intermediaries-lead managers-underwriting-bankers to an issue - listing mechanism – listing regulations. Registrar and share transfer agents.

## **Unit 4 Secondary market operations, Money Market and Mutual funds**

Stock exchanges-intermediaries and stock broking services–custodial services-depository system-

clearing and settlement systems. Role of technology in financial markets operations. Organization-instruments-need and applications. History and growth. Pension funds and alternate investments. SEBI guidelines and Regulatory framework.

## **Unit 5 Financial services**

Fund based vs fee based services - Investment banking – Credit rating and its process. Factoring and forfeiting-housing finance companies-leasing and hire purchase.

Non banking financial companies (NBFC)-RBI guidelines. Insurance industry –overview-intermediaries-IRDA regulations. Developmental financial institutions –scope and objectives

## **Course Outcomes**

1. Students will be able to describe the organization and functions of the Indian financial system.

2. Students will understand the roles and guidelines of financial regulators like RBI, SEBI, PFRDA, and IRDA.
3. Students will be able to explain primary market operations and the roles of intermediaries.
4. Students will understand secondary market operations and the role of technology in financial markets.
5. Students will gain insights into fund-based and fee-based financial services, credit rating, and the insurance industry.

#### **Text books:**

1. M.YKhan (2013), *Indian Financial System*, 8th Edition, Tata McGraw Hill Education.
2. Bharati V. Pathak (2014), *Indian Financial System*, 4th Edition, Pearson education
3. Fredric S. Mishkin, Stanley G. Eakins (2011), *Financial Markets and Institutions*, 6th Edition, Pearson education.

#### **References**

1. L. M. Bhole and Jitendra Mahakud (2009), *Financial Institutions and Markets*, McGraw hill Education.
2. S. Gurusamy (2009), *Indian Financial System*, 2nd edition, Tata McGraw Hill
3. Gomez, Clifford (2008), *Financial Markets, Institutions and Financial Services*, PHI learning

**Course Title: Investment Analysis and Portfolio Management**

**LT P C**

**4 0 0 4**

**Course Description:** The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system

**Course Objectives:**

1. To understand risk and return concepts
2. To obtain knowledge of fundamental analysis
3. To know about share valuation
4. To assess portfolios
5. To study about CAPM and mutual funds

**Unit-1**

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio.

## **Unit-2**

Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

## **Unit-3**

Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis Unit-4

## **Unit 4**

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation Unit-5

## **Unit 5**

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

## **Course Outcomes**

1. · Applied knowledge of fundamental analysis
2. · Attaining understanding of share valuation
3. · Assessment of portfolios
4. · Able To apply CAPM model

**Text books :**

1. Jordan, R. J., Fischer, D. E. (1999). Security Analysis and Portfolio Management. India: Prentice-Hall Of India Pvt. Limited.
2. Alexander, G. J., Sharpe, W. C., Bailey, J. W., Bailey, J. V., Sharpe, W. F. (1999). Investments. India: Prentice Hall.

**References**

1. Security Analysis and Portfolio Management. (2009). India: Excel Books.
2. Reilly, F., Brown, K. (2011). Investment Analysis and Portfolio Management. United States: Cengage Learning



**Course Title: Consumer Behavior**

**LT P C**

**4 0 0 4**

**Course Description:** The course of Consumer behavior equips students with the basic knowledge about the issues and dimensions of consumer behavior and with the skill and ability to analyse consumer information and develop consumer behavior oriented marketing strategies.

**Course Objectives:**

1. To understand consumer behavior
2. To obtain knowledge of Personality & Consumer Behavior
3. To know about Group dynamics and consumer behavior
4. To understand Industrial Buying Behaviour
5. To know about diffusion of innovations

**Unit-1**

Consumer Behavior: Nature, scope & application: Importance of consumer behavior in marketing decisions, characteristics of consumer behavior, role of consumer research, consumer behavior- interdisciplinary approach.

## **Unit-2**

Personality & Consumer Behavior: Importance of personality, theories of personality Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self images; Role of self-consciousness. Consumer perception, perceptual process. Consumer learning,

## **Unit-3**

Group dynamics and consumer behavior ,Family and consumer behavior,Social class and consumer behavior,Culture and consumer behavior, Opinion leadership process

## **Unit-4**

Diffusion of Innovation: Definition of innovation, product characteristics,influencing diffusion, resistance to innovation, adoption process.

## **Unit-5**

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

## **Course Outcomes:**

1. Knowledge of consumer behavior
2. Applied knowledge of Personality & Consumer Behavior
3. Attainment understanding of Group dynamics and consumer behavior
4. Ability to know Industrial Buying Behaviour
5. Able to apply diffusion of innovations concept practically

**Text books :**

1. Kanuk, L. L., Schiffman, L. G., Hansen, H. (2020). Consumer Behaviour: A European Outlook. United Kingdom: Custom Publishing.
2. Solomon, M. R. (2017). Consumer Behavior: Buying, Having, and Being. Singapore: Pearson.

**References**

1. Blackwell, R.D., Miniard, P.W. and Engel, J.F. (2006) Consumer Behaviour, 10th edn. Thomson, SouthWestern College Publications, Cincinnati, Ohio.
2. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill. Latest edition

**Course Description:** The course is designed to equip students with the knowledge of marketing of all types of services

**Course Objectives:**

1. To understand emergence of service based economy
2. To be aware of services marketing mix
3. To understand service positioning
4. To know basics of service marketing strategy
5. To know about service quality

**Unit 1**

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges

## **Unit 2**

Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

## **Unit 3**

Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

## **Unit 4**

Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

## **Unit 5**

Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

## **Course Outcomes**

1. Able to demonstrate knowledge of service based economy
2. Awareness of services marketing mix
3. Able to explain service positioning
4. Be knowledgeable about service marketing strategy
5. Awareness of service quality

### **Textbooks**

1. Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. Latest edition New York. Houghton Mifflin
2. Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall.

### **References**

- 1 Grönroos, C. (2000). Service Management and Marketing: A Customer Relationship Management Approach. Singapore: Wiley.
2. Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western
3. Shanker, R. (2002). Services Marketing: The Indian perspective, Excel Books.

**Course Title: Training and Development**  
**C**

**LT P**

**4 0 0 4**

**Course Description** To familiarize the students with the concept and practice of training and development in the modern organizational setting

**Course Objectives:**

1. To give basic understanding of Organization vision & plans
2. To make students knowledgeable of Tasks of the training function
3. To understand the Training methods
4. To obtain knowledge of Management Development Programme Methods
5. To give inputs of Organisational Development

**Unit 1**

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training

## **Unit 2**

Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes

## **Unit 3**

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, etraining

## **Unit 4**

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

## **Unit 5**

Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peace making Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

## **Course Outcomes:**



1. Attainment of Basic knowledge of Organization vision & plans
2. Knowledge of Tasks of the training function
3. Knowledge of Training methods
4. Understanding Management Development Programme Methods
5. Knowledge of Organizational Development

**Text Books:**

1. Blanchard, P. N., Thacker, J. W. (2017). Effective Training: Systems, Strategies, and Practices. Singapore: Pearson Education South Asia Pte Limited.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall Latest edition

**References**

1. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
2. Employee Training and Development, 7e. (2018). (n.p.): McGraw-Hill Education.
3. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

**Course Title: Human Resource Analytics**

**LT P C**

**4 0 0 4**

**Course Description** To familiarize the students with the concept and practice of training and development in the modern organizational setting

**Course Objectives:**

- 1) Understand the role and use of human resource analytics in business organizations.
- 2) Apply different statistical tools for HR analytics.
- 3) Apply and examine issues related to diversity of human resources.
- 4) Identify and evaluate the best practices of HR analytics in business organizations.
- 5) Develop HR analytics to measure contribution.

## **UNIT I**

Introduction to Human Resource Analytics: Introduction to HR Analytics, People Analytics & Workforce Analytics, HR Analytics & the Organizational Structure, Types of Data, HR Analytics & HRBP, Understanding HR indicators, metrics and data.

### **Unit II**

Statistics for HRM Statistical analysis for HR (regression analysis, measures of central tendency), Graphs, tables, spreadsheets, Excel Quantitative Techniques, Key Systems of Record for HR Data Software Tools Metrics, Benchmarks, and Other Indicators Using Excel for HR Analytics Excel Visualization Excel Analytic Techniques.

## **UNIT III**

Diversity Analysis: Equality, Diversity and Inclusion, Measuring Diversity and Inclusion, Testing the Impact of Diversity, Workforce Segmentation and Search for Critical Job Roles. Recruitment and Selection Analytics--Evaluating Reliability and Validity of Selection Models, Finding Out Selection bias. Predicting the Performance and Turnover. Performance Analysis- - Predicting Employee Performance, Training Requirements, Evaluating Training and Development.

### **Unit IV**

Benchmarking and best Practices Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics, Employee satisfaction analytics 11

### **Unit V**

Measuring HR Contribution Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making. III.

## **Course Outcomes**

1. Students will understand the role and application of human resource analytics in business organizations.
2. Students will be able to apply various statistical tools for conducting HR analytics.
3. Students will analyze and address issues related to the diversity of human resources.
4. Students will identify and evaluate best practices in HR analytics within business organizations.
5. Students will develop HR analytics to measure and enhance organizational contributions.

## **Text Books:**

1. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your company's Human Capital Investments, American Management Association
2. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business

## **Reference**

3. Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP
4. Becker, B.E., Huselid, M.A., Ulrich, D, The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press

## **OPERATIONS**

**Course Title: Operations of Manufacturing Industry**

**LT P C**

**4 0 0 4**

### **Course Description:**

This course will provide broad overview of production and associated services. Since the success of manufacturing operations depends on the demand information and costs and revenue, qualitative and quantitative techniques of demand forecasting and also financial analysis are covered in this course.

### **Course Objectives:**

1. Students will understand the fundamental concepts of manufacturing management and production management.
2. Students will learn the elements and approaches to effective project management.
3. Students will apply PERT and CPM techniques to manage and analyze project schedules.
4. Students will be proficient in resource management and inventory control techniques.
5. Students will conduct manufacturing economic analyses, including cost estimation and cash flow analysis.

## **Unit 1 Introduction**

Manufacturing meaning, manufacturing management, production management- product design, production planning, project of manufacturing; Design Analysis and Management

## **Unit 2 Elements of Project management**

Project Management approach, project planning, project organization, project scheduling, project control, project scheduling, project scheduling, project control.

## **Unit 3 PERT/CPM Techniques**

Critical path method, PERT network analysis, precedence diagramming method, Line of balance, complexity of activity networks

## **Unit 4 Resource Management & Inventory Control**

Resource assessment, resource planning, resource allocation in project networks, inventory management, forecasting techniques, seasonal pattern modelling

## **Unit 5 Manufacturing Economic Analysis**

Cost concepts, Cash flow analysis- time value of money calculation, effects of inflation, Break even analysis, Manufacturing cost estimation, Sources of capital, Budget and capital allocation- cost monitoring, project balance technique.

**Course Outcomes:**

1. Define and explain key concepts in manufacturing and production management.
2. Understand project plans, organize project activities, and control project progress.
3. Understand PERT and CPM diagrams for project scheduling.
4. Assess and plan resources, and manage inventory using forecasting techniques.
5. Perform break-even analysis and calculate the time value of money for manufacturing projects.

**Textbooks**

1. Adedeji Bodunde Badiru, Project Management in Manufacturing and High Technology Operations, WILEY Publications, Newyor.
2. Manufacturing Operations Management, Sanjay Sharma, Taylor & Francis Group, NY

**References**

1. Vladimir Modrak & R. Sudhakara Pandian, Operations Management Research and Cellular Manufacturing Systems: Innovative Methods and Approaches, Business Science Reference, USA.
2. W. Dale Compton, Design and Analysis of Integrated Manufacturing Systems, The National Academic Press, US
3. Min-Jung Yoo & Remy Glardon, Manufacturing Operations Management, World Scientific, Switzerland.

**Course Title: Operations of Service Industry**

**LT P C**

**4 0 0 4**

**Course Description:** This course offers the naunces of operations management in service sector.

**Course Objectives:**

1. Understand the different types of services and the growth of the service sector.
2. Learn the strategic roles and objectives of operations management in service industries.
3. Gain knowledge of service quality management, including TQM and customer care programs.
4. Explore tools and methods for service location and distribution decisions.
5. Understand strategies for managing capacity and variations in demand in service operations.



## **Unit 1 Introduction**

Types of services and how services have grown, operations manager's role and role of operations management, customer care versus customer service.

## **Unit 2 Service Operations Strategy**

The strategic role and objectives of operations, customer satisfaction versus resource utilization, strategies and framework for effective management of operations process, Job design and work organizations.

## **Unit 3 Service Quality Management**

Inspections, quality assurance and TQM, problem diagnosis and customer care programmes, Supply chain management strategies, Outsourcing, JIT.

## **Unit 4 Service Location and Distribution**

Factors affecting location decisions, Tools to aid location decisions, factor rating method, locational break even analysis, centre of gravity method, geographic information systems, service layout design.

## **Unit 5 Managing capacity and Variations in Demand**

Causes of variations in demand, How companies forecast and plan their capacity; Scheduling, planning and queuing strategies for service industries.

**Course Outcomes:**

1. Students will identify and describe various types of services and the evolution of the service sector.
2. Students will explain the strategic roles and objectives of operations management in service industries.
3. Students will apply quality management techniques, including TQM and customer care programs, in service operations.
4. Students will utilize tools and methods to make informed service location and distribution decisions.
5. Students will develop and implement strategies for managing capacity and forecasting demand in service operations.

**Text book**

1. BILL HOLLINS & SADIE SHINKINS, Managing Service Operations. Design and Implementation, SAGE, LONDON
2. Barin Nag, Managing Operations in Manufacturing, Services and e-Business, LINUS Leaning, NY.

**References**

1. Robert Johnston, Michael Shulver, Nigel Slack, Graham Clark · Service Operations Management Improving Service Delivery, Pearson Education,
2. Operations and Service Management: Concepts, methodologies, Tools and Applications; Information Resources Management Association, IGI GLOBAL, USA.
3. Peter Szende, Alec N. Dalton, Michelle (Myongjee) Yoo · 2021, Operations Management in the Hospitality Industry, Emerald Publishing limited, UK

## **PROGRAM ELECTIVE**

### **VI SEMESTER**

#### **FINANCE**

**Course Title: Financial Modeling and Derivatives**

**LT P C**

**4 0 0 4**

#### **Course Description:**

This course provides an in-depth exploration of financial modeling techniques and the use of derivatives in financial markets. It covers the development and application of financial models for valuation, risk management, and decision-making. Additionally, students will learn about various types of derivatives, their pricing, and their role in financial strategies.

#### **Course Objectives:**

1. Understand the fundamental concepts of financial modeling and derivatives.
2. Develop and apply financial models for valuation, forecasting, and risk management.
3. Analyze different types of derivatives and their pricing mechanisms.
4. Explore the use of derivatives for hedging, speculation, and arbitrage.
5. Evaluate the risks and benefits associated with financial derivatives and modeling.

## **Unit-1**

**Introduction to Financial Modeling:** Basics of Financial Modeling, Building and Structuring Financial Models, Key Financial Statements and Projections, Sensitivity Analysis and Scenario Planning, Model Validation and Testing.

## **Unit-2**

**Time Value of Money and Discounted Cash Flow (DCF) Models:** Time Value of Money Concepts, Net Present Value (NPV) and Internal Rate of Return (IRR), Building a DCF Model, Valuation of Bonds and Stocks, Real Options Analysis.

## **Unit-3**

**Introduction to Derivatives:** Overview of Derivatives, Types of Derivatives (Options, Futures, Forwards, Swaps), Basic Derivative Strategies, Uses and Benefits of Derivatives, Market Participants and Derivative Exchanges.

## **Unit-4**

**Derivative Pricing and Valuation:** Options Pricing Models (Black-Scholes, Binomial Model), Futures and Forward Contracts Pricing, Interest Rate Swaps, Credit Derivatives, Valuation of Exotic Derivatives, Hedging with Derivatives.

## **Unit-5**

**Risk Management and Derivative Strategies:** Risk Management Techniques Using Derivatives, Hedging Strategies for Portfolios, Speculation and Arbitrage with Derivatives, Impact of Market Conditions on Derivative Prices, Regulatory and Ethical Issues in Derivative Trading.

**Course Outcomes:**

1. Develop and apply financial models for various valuation and forecasting purposes.
2. Analyze and construct financial models using Excel or other software tools.
3. Understand and apply different types of derivatives for financial management.
4. Utilize derivative pricing models to value and manage risk.
5. Evaluate the effectiveness of derivative strategies and their impact on financial performance.

**Text Books:**

1. Hull, J. C. (2017). *Options, Futures, and Other Derivatives*. Pearson.
2. Damodaran, A. (2012). *Applied Corporate Finance: A User's Manual*. Wiley.
3. Black, F., & Scholes, M. (1973). *The Pricing of Options and Corporate Liabilities*. Journal of Political Economy.

**Reference Books:**

1. Academic Journals: *Journal of Financial Economics*, *Financial Analysts Journal*
2. Online Resources: *CFA Institute*, *Bloomberg Professional*

**Course Title:**

**Corporate Finance**

**LT P C**

**4 0 0 4**

**Course Description:**

This course offers a comprehensive introduction to corporate finance, focusing on the principles and practices of financial management within a corporation. It covers key topics such as capital budgeting, financial analysis, capital structure, and financial risk management. The course aims to equip students with the skills needed to make informed financial decisions and manage financial resources effectively.

**Course Objectives:**

1. Understand the fundamental concepts and principles of corporate finance.
2. Analyze financial statements and perform financial analysis.
3. Evaluate investment opportunities using capital budgeting techniques.
4. Assess the impact of capital structure decisions on firm value.
5. Manage financial risk and understand the role of financial markets.

## **Unit-1**

**Introduction to Corporate Finance:** Overview of Corporate Finance, Objectives of Financial Management, Financial Statements and Analysis, Time Value of Money, Financial Ratios and Performance Metrics.

## **Unit-2**

**Capital Budgeting:** Capital Budgeting Process, Net Present Value (NPV) and Internal Rate of Return (IRR), Payback Period and Discounted Payback Period, Profitability Index, Capital Budgeting under Uncertainty (Real Options).

## **Unit-3**

**Capital Structure and Financing Decisions:** Capital Structure Theories (Modigliani-Miller, Trade-Off Theory, Pecking Order Theory), Cost of Capital, Weighted Average Cost of Capital (WACC), Equity vs. Debt Financing, Leverage and its Impact on Firm Value.

## **Unit-4**

**Dividend Policy and Corporate Governance:** Dividend Policy Theories (Dividend Irrelevance Theory, Bird-in-the-Hand Theory, Tax Preference Theory), Dividend Decision Models, Share Repurchases, Corporate Governance Principles, Role of Boards and Shareholders.

**Unit-5 Financial Risk Management:** Types of Financial Risks (Market Risk, Credit Risk, Operational Risk), Risk Management Techniques, Use of Derivatives for Hedging, Portfolio Management and Diversification, Financial Distress and Bankruptcy.

**Course Outcomes:**

1. Demonstrate an understanding of corporate finance principles and their applications.
2. Analyze financial statements and perform comprehensive financial analysis.
3. Evaluate and make informed decisions regarding capital budgeting and investment opportunities.
4. Assess the effects of capital structure decisions on company value and financial stability.
5. Implement risk management strategies to mitigate financial risks.

**Text Books:**

1. Brealey, R. A., Myers, S. C., & Allen, F. (2022). *Principles of Corporate Finance*. McGraw-Hill.
2. Ross, S. A., Westerfield, R. W., & Jaffe, J. (2020). *Corporate Finance: Core Principles and Applications*. McGraw-Hill.
3. Damodaran, A. (2014). *Corporate Finance: Theory and Practice*. Wiley.

**Reference Books:**

1. Academic Journals: *Journal of Corporate Finance*, *Financial Management*
2. Online Resources: *CFA Institute*, *Investopedia Corporate Finance Section*



## **Marketing**

**Course Title:           Personal Selling and Sales Force Management**

**LT P**

**C**

**4 0 0 4**

### **Course Description:**

This course explores the strategies and techniques essential for effective personal selling and sales force management. It covers the principles of personal selling, the process of building and maintaining customer relationships, and the management of a sales team. Students will learn how to develop sales strategies, manage sales performance, and lead a sales force to achieve organizational goals.

### **Course Objectives:**

1. Understand the fundamental principles and techniques of personal selling.
2. Develop skills for effective communication and relationship-building with customers.
3. Learn strategies for recruiting, training, and managing a sales force.
4. Analyze sales performance and implement strategies to enhance sales effectiveness.
5. Explore current trends and technologies in sales and their impact on sales management.

## **Unit-1**

**Introduction to Personal Selling:** Definition and Importance of Personal Selling, The Role of Personal Selling in the Marketing Mix, Sales Process Overview, Sales Strategies and Tactics, Building Customer Relationships, Ethical and Legal Issues in Selling.

## **Unit-2**

**Sales Techniques and Communication Skills:** Prospecting and Lead Generation, Sales Presentation Techniques, Handling Objections and Closing Sales, Negotiation Skills, Effective Communication and Persuasion, Sales Scripts and Presentations.

## **Unit-3**

**Sales Force Management:** Recruitment and Selection of Sales Personnel, Training and Development Programs, Motivating and Compensating Sales Teams, Performance Appraisal and Feedback, Sales Force Automation and CRM Systems, Managing Sales Territories and Quotas.

## **Unit-4**

**Sales Strategy and Planning:** Developing a Sales Strategy, Setting Sales Goals and Objectives, Sales Forecasting Techniques, Sales Budgeting and Resource Allocation, Analyzing Sales Data and Metrics, Strategic Sales Management.

## **Unit-5**

**Trends and Technologies in Sales:** Digital Sales Strategies and Online Selling, Role of Social Media in Sales, Emerging Technologies (AI, Big Data, Sales Analytics), Customer Relationship Management (CRM) Systems, Innovations in Sales and Future Trends.

**Course Outcomes:**

1. Demonstrate a comprehensive understanding of personal selling principles and techniques.
2. Develop and execute effective sales strategies and communication skills.
3. Manage and lead a sales force to achieve organizational objectives.
4. Analyze sales performance and implement improvements based on data.
5. Adapt to emerging trends and technologies in sales to enhance sales effectiveness.

**Text Books:**

1. Rackham, N. (1988). *SPIN Selling*. McGraw-Hill.
2. Zoltners, A. A., Sinha, P., & Lorimer, S. (2009). *The Complete Guide to Accelerating Sales Force Performance*. AMACOM.
3. Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker, C. H., & Williams, M. R. (2019). *Sales Management: Analysis and Decision Making*. Routledge.

**Reference Books:**

1. Academic Journals: *Journal of Personal Selling & Sales Management*, *Sales & Marketing Management*
2. Online Resources: *Salesforce Blog*, *Harvard Business Review Sales Section*

**Course Title: Strategic Marketing Management**

**LT P C**

**4 0 0 4**

**Course Description:**

This course provides a comprehensive understanding of strategic marketing management, focusing on the formulation, implementation, and evaluation of marketing strategies. It covers key concepts such as market analysis, strategic planning, competitive positioning, and strategic decision-making. The course aims to equip students with the skills to develop and execute effective marketing strategies to achieve organizational goals.

**Course Objectives:**

1. Understand the principles and importance of strategic marketing management.
2. Analyze market environments and identify opportunities for strategic advantage.
3. Develop and implement effective marketing strategies and plans.
4. Assess competitive positioning and strategic alternatives.
5. Evaluate the performance and impact of marketing strategies on organizational success.

## **Unit-1**

**Introduction to Strategic Marketing Management:** Definition and Scope of Strategic Marketing, The Role of Strategic Marketing in Business Strategy, Strategic Marketing Planning Process, Marketing Objectives and Strategy Alignment, Strategic Marketing vs. Tactical Marketing.

## **Unit-2**

**Market Analysis and Segmentation:** Conducting Market Research and Analysis, Understanding Consumer Behavior, Market Segmentation and Targeting, Positioning Strategies, SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats), Competitive Analysis.

## **Unit-3**

**Strategic Marketing Planning and Implementation:** Developing a Strategic Marketing Plan, Setting Marketing Goals and Objectives, Marketing Mix Strategies (Product, Price, Place, Promotion), Strategic Marketing Implementation, Resource Allocation and Budgeting, Risk Management in Marketing Strategy.

## **Unit-4**

**Competitive Positioning and Strategic Alternatives:** Analyzing Competitive Dynamics, Developing Competitive Advantage, Strategic Positioning and Differentiation, Innovation and Market Disruption, Strategic Alliances and Partnerships, Responding to Competitive Threats.

## **Unit-5**

**Performance Evaluation and Strategic Control:** Measuring Marketing Performance and Metrics, Evaluating Marketing Strategy Effectiveness, Strategic Control Mechanisms, Adjusting Strategies Based on Performance Data, Case Studies on Strategic Marketing Success and Failure.

**Course Outcomes:**

1. Demonstrate an understanding of strategic marketing management principles and practices.
2. Analyze market environments and develop strategic marketing plans.
3. Implement and manage marketing strategies to achieve business objectives.
4. Assess competitive positioning and formulate strategic alternatives.
5. Evaluate and control marketing performance to ensure strategic goals are met.

**Text Books:**

1. Kotler, P., & Keller, K. L. (2022). *Marketing Management*. Pearson.
2. Aaker, D. A., & Moorman, C. (2016). *Strategic Market Management*. Wiley.
3. Porter, M. E. (2008). *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press.

**Reference Books:**

1. Academic Journals: *Journal of Strategic Marketing, Marketing Science*
2. Online Resources: *Harvard Business Review Marketing Section, Marketing Week*

## **Human Resource Management**

**Course Title: Human Resources Development**

**LT P C**

**4 0 0 4**

### **Course Description:**

This course focuses on the principles and practices of human resources development (HRD) within organizations. It covers key areas such as employee training, career development, performance management, and organizational learning. The course aims to equip students with the knowledge and skills necessary to design, implement, and evaluate effective HRD programs that enhance employee capabilities and organizational performance.

### **Course Objectives:**

1. Understand the key concepts and theories related to human resources development.
2. Develop and implement training and development programs to enhance employee skills.
3. Design career development and succession planning strategies.
4. Manage performance appraisal systems and employee feedback mechanisms.
5. Foster a culture of continuous learning and organizational development.

## **Unit-1**

**Introduction to Human Resources Development:** Definition and Scope of HRD, The Role of HRD in Organizational Success, HRD vs. HRM, Theoretical Foundations of HRD, Aligning HRD with Organizational Goals and Strategy.

## **Unit-2**

**Training and Development:** Training Needs Analysis, Designing Effective Training Programs, Training Delivery Methods (In-house, Online, Workshops), Evaluation of Training Effectiveness, Learning Theories and Adult Learning Principles, On-the-Job vs. Off-the-Job Training.

## **Unit-3**

**Career Development and Succession Planning:** Career Development Theories and Models, Designing Career Development Programs, Mentoring and Coaching, Succession Planning Strategies, Identifying and Developing High-Potential Employees, Managing Career Transitions.

## **Unit-4**

**Performance Management:** Performance Appraisal Systems, Setting Performance Goals and Objectives, Performance Feedback and Coaching, Managing Performance Issues, Linking Performance Management to Reward Systems, Employee Motivation and Engagement.

## **Unit-5**

**Organizational Learning and Development:** Building a Learning Organization, Knowledge Management Systems, Creating a Culture of Continuous Improvement, Organizational Development Interventions, Evaluating Organizational Development Initiatives, Case Studies on Successful HRD Practices.



**Course Outcomes:**

1. Demonstrate an understanding of key HRD concepts and their application in organizations.
2. Develop and implement effective training and development programs.
3. Design and manage career development and succession planning strategies.
4. Evaluate and improve performance management systems.
5. Foster a culture of continuous learning and assess organizational development initiatives.

**Text Books:**

1. Noe, R. A. (2019). *Employee Training and Development*. McGraw-Hill Education.
2. Garavan, T. N., Carbery, R., & Rock, A. (2015). *Contemporary Perspectives on Human Resource Development*. Routledge.
3. Goldstein, I. L., & Ford, J. K. (2002). *Training in Organizations: Needs Assessment, Development, and Evaluation*. Wadsworth.

**Reference Books:**

1. Academic Journals: *Journal of Human Resource Development*, *Human Resource Development Quarterly*
2. Online Resources: *Society for Human Resource Management (SHRM)*, *ATD (Association for Talent Development)*

**Course Title: International Human Resource Management**

**LT P C**

**4 0 0 4**

**Course Description:**

This course explores the practices and challenges of managing human resources in an international context. It covers key topics such as global HR strategies, cross-cultural management, expatriate management, and international labor laws. The course aims to equip students with the knowledge and skills required to effectively manage human resources across different countries and cultures.

**Course Objectives:**

1. Understand the principles and challenges of international human resource management (IHRM).
2. Develop and implement global HR strategies aligned with organizational goals.
3. Manage cross-cultural teams and address cultural diversity in the workplace.
4. Handle expatriate assignments and manage repatriation processes.
5. Comply with international labor laws and regulations.

## **Unit-1**

**Introduction to International HRM:** Definition and Scope of International HRM, The Role of IHRM in Global Business Strategy, Differences Between Domestic and International HRM, Key Challenges in International HRM, Global HR Trends.

## **Unit-2**

**Global HR Strategies:** Developing and Implementing Global HR Strategies, Aligning HR Practices with International Business Objectives, Global Talent Management, Standardization vs. Localization of HR Practices, Managing Global HR Performance.

## **Unit-3**

**Cross-Cultural Management:** Understanding Cross-Cultural Differences, Cross-Cultural Communication and Negotiation, Managing Multicultural Teams, Cultural Adaptation and Sensitivity, The Role of Cultural Intelligence in IHRM, Case Studies on Cross-Cultural Management.

## **Unit-4**

**Expatriate Management:** Recruiting and Selecting Expatriates, Expatriate Training and Development, Managing Expatriate Assignments, Compensation and Benefits for Expatriates, Repatriation and Reintegration, Managing Expatriate Performance.

## **Unit-5**

**International Labor Laws and Compliance:** Overview of International Labor Standards, Compliance with Global Labor Laws, Managing Employment Relations in Different Countries, Addressing Labor Disputes and Legal Issues, Ethical Considerations in International HRM.

**Course Outcomes:**

1. Demonstrate an understanding of international HRM principles and practices.
2. Develop and implement effective global HR strategies.
3. Manage cross-cultural teams and address cultural diversity challenges.
4. Handle expatriate management and repatriation processes effectively.
5. Ensure compliance with international labor laws and regulations.

**Text Books:**

1. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International Human Resource Management*. Cengage Learning.
2. Schuler, R. S., Jackson, S. E., & Tarique, I. (2011). *Global Talent Management and Global Organizational Effectiveness: Insights from 18 Countries*. Routledge.
3. Brewster, C., Chung, C., & Sparrow, P. (2016). *Globalizing Human Resource Management*. Routledge.

**Reference Books:**

1. Academic Journals: *International Journal of Human Resource Management*, *Journal of International Business Studies*
2. Online Resources: *WorldatWork*, *Global HR News*

## **OPERATIONS**

**Course Title: Operations of Retail Industry**

**LT P C**

**4 0 0 4**

### **Course Description:**

This course provides a comprehensive overview of the operations within the retail industry. It covers key aspects such as supply chain management, store operations, customer service, and retail technology. The course aims to equip students with the knowledge and skills required to manage and optimize retail operations effectively.

### **Course Objectives:**

1. Understand the core operations and processes in the retail industry.
2. Develop skills in managing supply chain and logistics for retail.
3. Analyze store operations and customer service strategies.
4. Explore the impact of technology and innovation on retail operations.
5. Evaluate and implement strategies to enhance retail performance and customer satisfaction.

### **Unit-1**

**Introduction to Retail Operations:** Overview of the Retail Industry, Retail Formats and Business Models, Retail Supply Chain and Logistics, Key Functions in Retail Operations, The Role of Operations in Retail Success.

## **Unit-2**

**Retail Supply Chain Management:** Supply Chain Strategies for Retail, Inventory Management and Control, Order Fulfillment and Distribution, Supplier Relationships and Management, Demand Forecasting and Planning, Technology in Supply Chain Management.

## **Unit-3**

**Store Operations:** Store Layout and Design, Merchandising and Visual Presentation, Inventory Management and Stock Control, Sales and Operational Planning (S&OP), Store Staffing and Training, Health and Safety in Retail Environments.

## **Unit-4**

**Customer Service and Experience:** Customer Service Strategies, Managing Customer Relationships, Enhancing Customer Experience and Satisfaction, Handling Customer Complaints and Returns, Loyalty Programs and Customer Retention, Measuring Service Quality.

## **Unit-5**

**Technology and Innovation in Retail:** Retail Technology Trends (POS Systems, E-commerce Platforms, Mobile Technology), Impact of Digital Transformation on Retail Operations, Data Analytics and Insights, Omnichannel Retailing, Future Trends and Innovations in Retail.

**Course Outcomes:**

1. Demonstrate an understanding of key operations and processes in the retail industry.
2. Develop and manage effective supply chain and logistics strategies for retail.
3. Optimize store operations and enhance customer service.
4. Utilize technology and innovation to improve retail performance.
5. Implement strategies to address current challenges and future trends in retail operations.

**Text Books:**

1. Levy, M., Weitz, B. A., & Grewal, D. (2021). *Retailing Management*. McGraw-Hill Education.
2. Dawson, J., & Shaw, N. (2020). *Retail Management: A Strategic Approach*. Sage Publications.
3. Berman, B., & Evans, J. R. (2018). *Retail Management: A Strategic Approach*. Pearson.

**Reference Books:**

1. Academic Journals: *Journal of Retailing, Retail and Consumer Services*
2. Online Resources: *Retail Dive, Retail Technology Innovation Hub*

**Course Description:**

In this course, you will develop skills in analysing and improving healthcare systems and processes by integrating systems analysis, health systems engineering, quality management, and operations research techniques. Emphasis is placed on using organisational data, especially time-stamp data, to study processes and outcomes of care, particularly as it relates to flow analysis and improving the flow.

**Course Objectives:**

Students undergoing this course are expected to:

1. To introduce students to the fundamentals of Operations Research and linear programming models for solving optimization problems in business
2. To equip students with the knowledge of transportation and assignment methods for effective resource allocation and logistics planning.
3. To familiarize students with the applications of integer and dynamic programming in making discrete and stage-wise business decisions.
4. To provide students with decision-making tools under certainty, risk, and uncertainty, and introduce them to basic competitive strategies using game theory.
5. To introduce students to basic queuing models and simulation techniques for analyzing service systems and uncertainty in operations.

**Unit I**

**Introduction to Operations Research & Linear Programming:** Meaning and scope of Operations Research, phases of OR study, formulation of linear programming problems, graphical method of solution, basic concepts of the Simplex Method (conceptual overview only), introduction to Sensitivity Analysis (basic idea only).



## **Unit II**

**Transportation and Assignment Models:** Introduction to transportation problems, initial basic feasible solution (Northwest Corner, Least Cost, Vogel's Approximation), optimality test using MODI Method (conceptual), introduction to assignment problems, Hungarian Method for solving assignment problems, basic applications in business and logistics.

## **Unit III**

**Integer Programming & Dynamic Programming:** Concept of Integer Programming, applications in business (e.g., capital budgeting, project selection), concept of Dynamic Programming, simple examples (e.g., investment or inventory problem - basic level).

## **Unit IV**

**Decision Analysis and Game Theory:** Decision making under certainty, risk, and uncertainty, decision trees (basic structure and use), introduction to Game Theory, two-person zero-sum games (concept of saddle point), dominance rule (basic level).

## **Unit V**

**Queuing and Simulation:** Introduction to queuing models, basic queuing terminology (arrival rate, service rate, etc.), single server model (M/M/1 - conceptual), introduction to simulation, Monte Carlo Simulation (simple examples like single server queue or inventory simulation).

## **Course Outcomes**

1. Understand the scope and methodology of Operations Research and apply linear programming techniques to solve basic optimization problems in business.
2. Apply transportation and assignment models to optimize logistics and resource allocation problems using methods like MODI and Hungarian techniques.

3. Formulate and solve simple integer and dynamic programming models for discrete and stage-wise decision-making in business contexts.
4. Construct and analyze decision trees for business decisions under uncertainty, and determine optimal strategies in two-person zero-sum games.
5. Analyze queuing situations and perform basic simulations using Monte Carlo methods to evaluate service operations and operational uncertainty.

**Text Books:**

1. Fox, W. P., Burks, R. (2019). Applications of Operations Research and Management Science for Military Decision Making. Germany: Springer International Publishing.
2. Thierauf, R. J., Klekamp, R. C. (1975). Decision Making Through Operations Research. United Kingdom

**Reference Books:**

1. Case Studies in Operations Research: Applications of Optimal Decision Making. (2017). United States: Springer New York.
2. Gupta, J. N. D., Ignizio, J. P., McNichols, G. R. (1975). Operations Research in Decision Making. United States: Crane, Russak