



### **BBA (BPM) PROGRAM OBJECTIVES**

**PO1:** To provide students with experience in integrating the concepts and techniques from the various functional areas of business and generating solutions for contemporary business problems.

**PO2:** To create awareness about the industry environment and demonstrate a thorough understanding of the internal structures and processes of businesses at multinational level.

**PO3:** To identify, articulate and disseminate core organizational values and to propose feasible solutions for the ethical, global and social issues of various business options for all stakeholder groups.

**PO4:** To demonstrate competence in applying the tools and techniques of business management in the major domains of business process industry.

**PO5:** To transform the students to play a leading role in the community, enabling her to take responsibilities and effectively utilize various human relation skills including leadership, oral and written communication, teamwork and collaboration.

### **PROGRAMME SPECIFIC OUTCOME**

The students at the time of graduation will

**PSO1:** To build an understanding in the areas of management and Business process services.

**PSO2:** To apply Innovation in learning program to enhance employability

**PSO3:** To enable a student to communicate effectively both in verbal and written form.

**PSO4:** To apply technical and professional skills to excel in business fields

**PSO5:** To integrate the blended approach with exposure to core subjects, industry practices and domain knowledge

**PSO6:** This program is a pioneering effort that contributed to social transformation

**BBA (Business Process Management)**

**Scheme of Examination**

(Applicable to students admitted during the academic year 2021-2022 onwards semester I)

Sem	Part	Subject Code	Title of the Paper	Instruction hours/Week	Lecture Hrs	Tutorial Hrs	Practical Hrs	Total Hrs	Exam Duration (ESE)	Exam Marks			Credits
										CIA	ESSE	TOTAL	
<b>SEMESTER I</b>													
I	I	TAM2101/ HIN2101/ FRE2101/	<u>Language Paper I-</u> Tamil/Hindi/French - Paper I	6	86	4	-	90	3	50	50	100	3
I	II	ENG2101/ ENG21F1	English Paper I /Functional English Paper 1	6	86	4	-	90	3	50	50	100	3
I	III	BA21C01	<b>Core 1:</b> Perspectives in Management	5	71	4	-	75	3	50	50	100	4
I	III	AFA2102	<b>Core 2:</b> Financial Accounting	5	71	4	-	75	3	50	50	100	4
I	III	TH21A02	<b>Allied I:</b> Mathematics for Management I	6	86	4	-	90	3	50	50	100	5
I	IV	NME19B1/	Basic Tamil/ Advanced Tamil/ Women studies/ Ambedkar/ Gandhian studies	2	28	2		30	2	50	50	100	2
		NME19A1/		2	28	2	-	30	2	50	50		
		NME12WS/ NME12GS/ NME12AS		2	26	4		30	-	100	-		

**SEMESTER II**

II	I	TAM2002/ HIN2002/ FRE2002/	Language Paper II- Tamil/Hindi/French-Paper II	Language	6	86	4	-	90	3	50	50	100	3
II	II	ENG2002/E NG20F2	English Paper II /Functional English Paper- II	English	6	86	4	-	90	3	50	50	100	3
II	III	BA21C03	<b>Core 3</b> – Finance and Accounting for Business Process Services	CC	5	71	4	-	75	3	50	50	100	4
II	III	BA21C04	<b>Core 4-</b> Business Economics	CC	5	71	4	-	75	3	50	50	100	4
II	III	TH21A24	<b>Allied II:</b> Mathematics for Management II	GE	6	86	4	-	90	3	50	50	100	5
II	IV		<b>Open course:</b>  (Self Study – Online Course)		-	-	-	-	-	-	-	-	-	-
II	IV	NME19B2 / NME19A2	Basic Tami ** / Advanced Tamil **	AEC	2	28	2	-	30	3	50	-	Grade	2
II	V	21PECM1	Professional English (Science /Management/ Humanities/Commerce)	AEC	3	42	3	-	45		50	50	100	2
II	VI	NM12GAW	General Awareness (Self study)		-	-	-	-	-	Onl ine test	-	-	Grade	-

**SEMESTER III**

Sem	Part	Subject Code	Title of the Paper		Instruction hours/week	Contact Hrs	Tutorial Hrs	Practical Hrs	Total Hrs	Exam Duration (ESE)	Exam Marks			Credits
											CIA	ESE	TOTAL	
III	IIIA	BA21C05	<b>Core</b> –Insurance for Business Process Services	CC	6	86	4	-	90	3	50	50	100	4
	IIIA	BB21C06*	<b>Core</b> - Marketing Management	CC	6	86	4	-	90	3	50	50	100	4

	IIIA	BA21C07	<b>Core</b> – Supply chain management for Business Process Services	CC	7	101	4	-	105	3	50	50	100	5
	IIIA	BA21A01 / IB21A01#	<b>Allied III:</b> Business and Company Law / Industrial Relations Law	GE	6	86	4	-	90	3	50	50	100	5
	III	BA21SBCE/ BA21SBP1	<b>Coursera / Skill Based Subject I/II:</b> Data analysis Using SPSS-Level I (Practical)	SEC	3		2	43	45	2	50	50	100	3
	IIIB	NM21EVS	Foundation Course-II Environmental Studies (Self-study)	AECC	-	-	-	-	-	-	-	-	100	Grade
	IIIB	NM21UHR	Foundation Course-III (Universal Human Values and Human Rights)	AECC	2	26	4	-	30	-	100	-	100	2

#### SEMESTER IV

SEM	Part	Subject Code	Title of the Paper		Instruction hours/week	Contact hours	Tutorial	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
IV	IIIA	BA21C08	<b>Core 8</b> – Banking for Business Process Services	CC	7	101	4	3	50	50	100	5
	IIIA	*BB21C09	<b>Core 9</b> - Financial Management	CC	6	86	4	3	50	50	100	4
	IIIA	BA21C09	<b>Core 10</b> – Retail, CPG and Market Research	CC	6	86	4	3	50	50	100	4
	IIIA	BA21A02/ IB21A02#	<b>Allied IV:</b> Campus to Corporate Transition / Corporate Governance	GE	6	86	4	3	50	50	100	5
	IIIA	BA20SBCE/ BA21SBP2	<b>Core: Course era / Skill Based Subject 1/2</b> –Data analysis Using SPSS-Level II (Practical)	SEC	3	43	2	2	40	60	100	3

III	NM21DTG	Foundation Course-IV Design Thinking	Finishing School Part A	2	26	4	2	100	-	100	2
V	COCOACT	NSS/YRC/ECO/YINET /ROT/YOGA		-	-	-	-	-	-	100	1
		Job Oriented Course									

CC – Core Courses

CA – Continuous Assessment

GE – Generic Elective

ESE - End Semester Examination

AEC – Ability Enhancing Course

**The following question paper pattern is followed from the academic year  
2021-22 onwards for End semester examination of classes following the**

**OBE PATTERN**

**QUESTION PAPER PATTERN**

**CORE & ALLIED PAPERS**

**Continuous Internal Assessment**

**1. CIA Question paper pattern**

**SECTION**

**MARKS AND WORD LIMIT**

**Section A (5X2)** 10 marks (No choice, one or two sentences)

**Section B (4X5)** 20 marks (No choice, 250 words)

**Section C (2/3) X10** 20 marks (500 words)

**Total** **50 Marks**

**2. For online mode**

**CA I** as MCQ for 50 marks with 1 hour duration

**CA II:** Subjective, Mark: 40 Duration : 1 ½ hours

Section A 5\*2 =10 Marks

Section B 4/6\*5 =20 Marks

Section C (2/3)\*10 =20 Marks

**Total** **=50 Marks**

**3. Model Examination**

Section A (5/7)\*2 10 Marks

Section B	(4/6)*5	20 Marks
Section C	(2/3)*10	20 Marks
<b>Total</b>		<b>50 Marks</b>

**4. Evaluation pattern : Professional English for Commerce and Management**

**Internals 5 tests X 10 marks each = 50 marks**

**Test 1 : Listening**

**Test 2 : Speaking**

**Test 3 : Reading**

**Test 4 : Listening**

**Test 5 : Speaking**

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

**End Semester Examination**

**Section A : 5 x 2 =10 marks**

**Section B : 4/6 x 5 =20 marks**

**Section C : 2/3 x 10 =20 marks**

**Total =50 marks**

**WOMEN STUDIES / AMBEDKAR STUDIES / GANDHIAN STUDIES /**

**Continuous Internal Assessment: 50 Marks**

SECTION	MARKS	TOTAL
A – 4 / 6 X 5 Marks	20	50
B – 2 /3 X 15 Marks	30	

**WEIGHTAGE ASSIGNED TO VARIOUS COMPONENTS OF**

**CONTINUOUS INTERNAL ASSESSMENT**

INTERNAL COMPONENT	50 / 50 = 100 Marks
<b>THEORY</b>	
CIA I	7
CIA II	7
MODEL EXAM	10
ASSIGNMENT	4
SEMINAR	5

QUIZ	4
CLASS PARTICIPATION	5
APPLICATION OF KNOWLEDGE, INNOVATION AND CREATIVITY	5
ATTENDENCE	3
TOTAL	50 Marks

**MAPPING OF POs WITH Cos**

COURSE	PROGRAMME OUTCOMES				
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
<b>COURSE 1 –BA21C01</b>					
<b>CLO1</b>	S	M	M	S	M
<b>CLO 2</b>	M	M	S	M	M
<b>CLO 3</b>	M	M	M	S	M
<b>CLO 4</b>	M	S	M	M	S
<b>COURSE 2 –AFA2102</b>					
<b>CLO 1</b>	S	S	M	S	M
<b>CLO 2</b>	S	S	M	S	M
<b>CLO 3</b>	S	S	S	M	M
<b>CLO 4</b>	S	S	S	S	S
<b>CLO 5</b>	S	S	S	S	S
<b>COURSE 3 –BA21CO3</b>					
<b>CLO 1</b>	S	M	M	M	M
<b>CLO 2</b>	M	M	S	M	M
<b>CLO 3</b>	M	M	M	S	M
<b>CLO 4</b>	M	M	M	M	S
<b>COURSE 4 –BA21CO4</b>					
<b>CLO 1</b>	M	S	M	M	M
<b>CLO 2</b>	S	S	S	M	M

<b>CLO 3</b>	S	S	M	M	M
<b>CLO 4</b>	S	M	M	S	S
<b>COURSE 5 –21PECM1</b>					
<b>CLO 1</b>	M	M	S	S	S
<b>CLO 2</b>	M	M	S	S	S
<b>CLO 3</b>	M	M	S	S	S
<b>CLO 4</b>	M	M	S	S	S
<b>CLO 5</b>	M	M	S	S	S

S-Strong; M- Medium; L-Low



<b>COURSE NUMBER BA21C01</b>	<b>COURSE NAME-PERSPECTIVES IN MANAGEMENT</b>	Category	L	T	P	Credit
		Theory	71	4	-	4

### Preamble

1. To acquaint students with the terms, concepts, and points of view used in management
2. To provide students with a working knowledge of the skills and functions necessary to be an effective, efficient manager.
3. To provide an introduction to the theory and practice of managing organizations
4. To provide a preface to Industry 4.0

### Course Outcomes

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

<b>CO Number</b>	<b>CO Statement</b>	<b>Knowledge Level</b>
CO1.	Describe the key management theories and practices related to the planning, organizing, controlling, leadership, motivation, co-ordination and effective communication.	K1
CO2.	Identify the essential characteristics of decision making, understand the steps in decision making and types of decisions a manager is required to make ethically.	K2
CO3.	Associate the link between planning and controlling, and the various means by which managers measure and compare performance to management objectives.	K2
CO4.	Assess the interpersonal skills required for effective teamwork, conflict resolution, motivation, leadership and communication and apply management principles into management practices	K3
CO5.	Develop skills required for Industry 4.0	K3

### Mapping with Programme Outcomes

<b>Cos</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
CO	S	M	M	M	M
CO	M	M	S	M	M

CO	M	M	M	S	M
CO	M	M	M	M	S
CO	M	M	S	M	M

S- Strong; M-Medium; L-Low

### UNIT – 1 (15 Hours)

Indian Management Thought : Evolution - Concepts of Indian Management-Indian Vs Western Management - Contribution of F.W.Taylor , Fayol's and Peter Ducker to the management thought. Functions of Management – Nature, Importance and Levels of Business Management –Managerial Roles and skills. The P-O-L-C framework.

### UNIT –2 (15 Hours)

Planning: Nature — Planning Process – Objectives, Meaning - Need & Importance, Types of Plans - Making Planning Effective. Business Forecasting: Meaning – Techniques of forecasting – Qualitative and quantitative. Decision Making: Meaning - Steps in decision-making – MBO & MBE - Rational Perspectives and Behavioral Aspects of decision making.

### UNIT – 3 (15 Hours)

Organizing and Staffing: Organizing: Nature and purpose of organization–Principles of Delegation, Importance and difficulties in delegation – Departmentation – Committees – Centralization vs. Decentralization of Authority-Organizing People, Equipment and Money- Staffing: Meaning-Process of staffing- Importance of staffing.

### UNIT – 4 (16 Hours)

Directing - Elements of Directing - supervision- Motivation – Leadership - Communication -Controlling - Concept, Nature and Importance - Essentials of Control - Requirements of an Effective Control System – Behavioral Implications of Control – Techniques of Managerial control –Financial control-Operating Control-Inventory control.

### UNIT – 5 (10 Hours)

S.No.	Author	Book name	Publisher	Year of Publication
1.	L. M. Prasad	Principles and Practice of Management	Sultan Chand and Sons	8th Edition, Reprint 2019
2.	David S Bright ,Anastasia H Cortes,	Principles of Management	12th Media Services	2019

	Eva Hartmann			
3.	Richard L. Daft Dorothy Marcic	Understanding Management	Cengage Learning	2019
4.	P.Kaliraj, T.Devi	Higher Education for industry 4.0 and Transformation to Education 5.0		2020

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

### Text Book

### Reference Books

S.No.	Author	Book name	Publisher	Year of Publication
1	Harold Koontz and Heinz Wehrich	Essentials of Management	Tata McGraw Hill	11 <sup>th</sup> Edition 2020
2	Stepten P. Robbins, Mary Coulter and Neharika Vohra	Management	Pearson Prentice Hall, New Delhi	2019

### Reference links

S. No.	Units	Topics	Links	No of H
1	Unit – 1&2	Management: Definition, nature, purpose Skills and roles of a Manager, functions, principles; Evolution of Management Thought, Scientific Management. Planning: Characteristics of planning, premising and forecasting	Nptel: <a href="https://nptel.ac.in/noc/courses/noc21/SEM2/noc21-mg88/">https://nptel.ac.in/noc/courses/noc21/SEM2/noc21-mg88/</a>	8 Week

		Organizing: Organizational design and structure.		
2.	Unit -4	Controlling: Concept, process of control, Types of Control, Control Techniques.	Nptel: <a href="https://nptel.ac.in/courses/110/105/110105146/">https://nptel.ac.in/courses/110/105/110105146/</a>	12 hours

COURSE NUMBER AFA2102	COURSE NAME – FINANCIAL ACCOUNTING	Category	L	T	P	Credit
		Theory	71	4	-	4

**Preamble**

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

## Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1.	Identify the importance of accounting and to gain a broad understanding of concepts, principles and terminology of financial accounting.	K1
CO2.	Recognize and familiarize kinds of accounts and use of various accounting tools.	K1
CO3.	Associate the components of balance sheet using double entry booking keeping.	K2
CO4.	Analyze and perform fundamental accounting operations.	K2
CO5.	Demonstrate the critical thinking skills to analyze and prepare financial reports in any given context or situation.	K3

### Mapping with Programme Outcomes

Cos	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	S	M
CO2	S	S	M	S	M
CO3	S	S	S	M	M
CO4	S	S	S	S	S
CO5	S	S	S	S	M

**S-Strong; M-Medium; L-Low**

### UNIT – I (15 Hours)

Accounting Concepts – Principles – Kinds of Accounts – Journal, Ledger, Subsidiary Books: Purchase Book, Sales Book, Returns Book, Cash Book.

### UNIT – II (14 Hours)

Trial Balance-objectives and methods of preparing Trial Balance-Rectification of Errors -types of errors- preparation of suspense account - effect of errors on profit– preparation of Bank Reconciliation Statement

### UNIT – III (14 Hours)

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

### UNIT – IV (14 Hours)

Depreciation – Meaning, Need for depreciation - Methods: Straight line and Diminishing balance methods – Bills of Exchange – entries

in the books of drawer and acceptor

### UNIT - V (14 Hours)

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

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

#### **TEXT BOOKS:**

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	S P Jain and Narang	Financial Accounting	Kalyani Publishers	Reprint 2020
2	Reddy T.S & Murthy A	Financial Accounting	Margham Publications	Reprint 2020

#### **REFERENCE BOOKS:**

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	S.N. Maheswari, Suneel K. Maheswari, Sharad K. Maheswari	Financial Accounting for BBA	Vikas Publishing House Private Limited	2018
2	Grewal T.S	Double entry book keeping	Sultan Chand & Company	Reprint 2019

#### **Reference links**

Sl. No.	Units	Topics	Links	No of H
1	Unit – 1,2,3	Fundamentals of Financial Accounting	Swayam: <a href="https://swayam.gov.in/nd2_cce20_mg23/previe">https://swayam.gov.in/nd2_cce20_mg23/previe</a> <a href="#">w</a>	8 Weeks

<b>COURSE NUMBER</b> 21PECM1	<b>COURSE NAME I B.Com&amp; BBA</b> <b>SEMESTER – II</b> <b>Professional English for Commerce and Management</b>		Category	L	T	P	Credit
			Theory	40	5		2
2.	Unit -3,4	Financial Accounting and Analysis	Swayam: <a href="https://swayam.gov.in/nd2_imb20_mg32/preview">https://swayam.gov.in/nd2_imb20_mg32/preview</a>				6 Weeks
3.	Unit -1,2	Introduction to Financial Accounting	Coursera: <a href="https://www.coursera.org/learn/wharton-accounting">https://www.coursera.org/learn/wharton-accounting</a>				12 hours

### Objectives

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

### Course Outcomes

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
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CLO1	Recognise their own ability to improve their own competence in using the language	K1
CLO2	Use language for speaking with confidence in an intelligible and acceptable manner	K2
CLO3	Read independently unfamiliar texts with comprehension and understand the importance of reading for life	K3
CLO4	Understand the importance of writing in academic life	K3
CLO5	Write simple sentences without committing error of spelling or grammar	K3

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

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S
CLO5	S	S	S	S	S

**S- Strong; M-Medium**

## Syllabus

### UNIT1:COMMUNICATION      8 hours

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

**Speaking:** Pair work and small group work.

**Reading:** Comprehension passages –Differentiate between facts and opinion

**Writing:** Developing a story with pictures.

**Vocabulary:** Register specific - Incorporated into the LSRW tasks

### UNIT2:DESCRIPTION      8 hours

**Listening:** Listening to process description.-Drawing a flow chart.



**Speaking:** Role play (formal context)

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

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

**Vocabulary:** Register specific -Incorporated into the LSRW tasks.

**UNIT 3:NEGOTIATIONSTRATEGIES      8 hours**

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

**Speaking:** Brainstorming. (Mind mapping).

Small group discussions (Subject- Specific)

**Reading:** Longer Reading text.

**Writing:** Essay Writing (250 words)

**Vocabulary:** Register specific - Incorporated into the LSRW tasks

**UNIT 4:PRESENTATIONSKILLS      8 hours**

**Listening:** Listening to lectures.

**Speaking:** Short talks.

**Reading:** Reading Comprehension passages

Writing: Writing Recommendations Interpreting Visuals inputs

Vocabulary: Register specific - Incorporated into the LSRW tasks

**UNIT 5: CRITICALTHINKINGSKILLS      8 hours**

Listening: Listening comprehension- Listening for information.

Speaking: Making presentations (with PPT- practice).

Reading : Comprehension passages –Note making.

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

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

Vocabulary: Register specific - Incorporated into the LSRW tasks

#### Text Book

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

#### Reference Books

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

Evaluation pattern: Internal 50 marks

ESE 50 marks

NOTE 1:

Internals 5 tests x 10 marks each = 50 marks Test 1 : Listening

Test 2 : Speaking Test 3 : Reading Test 4 : Listening Test 5 : Speaking

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

Question Paper pattern for ESE Section A : 5 x 2 = 10 marks Section B : 4/6 x 5 = 20 marks

Section C :  $\frac{2}{3} \times 10 = 20$  marks Total = 50 Mark

<b>COURSE NUMBER</b> BA21C03	<b>COURSE NAME - FINANCE AND ACCOUNTING FOR BUSINESS PROCESS SERVICES</b>	Category	L	T	P	Credits
		Theory	71	4	-	4

#### Preamble

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

#### Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO 1	Identify the various outsourcing needs and controls in the key areas of Finance and Accounting process.	K1
CLO 2	Describe the process of general Ledger, Supply Chain, Accounts Payable and Accounts receivable in BPS	K2
CLO 3	Illustrate the operating models of BPS and International financial accounting Standards	K3
CLO 4	Analyze the Emerging trend in F&A Technology like ERP software system and XBRL reporting	K4

#### Mapping with Programme Specific Outcomes

CLOs	PLO1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	Strong	Medium	Medium	Medium	Medium
CLO 2	Medium	Medium	Strong	Medium	Medium
CLO 3	Medium	Medium	Medium	Strong	Medium
CLO 4	Medium	Medium	Medium	Medium	Strong

#### Syllabus

#### UNIT I (14 HRS)

Overview of BPS: Outsourcing need and current trends- BPO areas- horizontal and business verticals-BPO industry- Future of BPO.

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

### **UNIT II (14 HRS)**

Supply Chain: Supply chain- Decision process- Activities – e-procurement-SIPOC-SCOR model.

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

### **UNIT III (15 HRS)**

Accounts Receivable: Accounts receivable-Sub categories-credit management-sales order management-Billing and revenue recognition-collection procedures-cash application-reconciliation and reporting.

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

### **UNIT IV (14 HRS)**

Emerging trend in F&A Technology: Emerging trends in F&A technology-ERP-ERP software system-XBRL reporting-Automation in Finance & Accounting for BPS

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

### **UNIT V (14 HRS)**

Controls and Compliance: F&A control and compliance-Internal controls-SOX act-2002-corporate governance in India-SOX compliance/ISAE 3402provision-types of SSAE 16-audit engagements-information security.

### **TEXT BOOKS: TCS MATERIALS**

<b>COURSE NUMBER</b> BA21C04	<b>COURSE NAME - BUSINESS ECONOMICS</b>	Category	L	T	P	Credits
		Theory	71	4	-	4

### Preamble

1. To understand the Meaning, scope of Business economics and role of business economists in the context of Business decisions.
2. To familiarize the concept of equilibrium price and output under perfect competition and imperfect competition market structures.
3. To learn about the different factors of production and distribution Theory

### Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO 1	Understand the elasticity of demand, factors of Productions and importance of behavioral economics	K1
CLO 2	Describe the Meaning, scope of Business economics, Theories of Distribution and role of business economists in the context of Business decisions.	K2
CLO 3	Distinguish between monopoly markets and other competitive markets	K3
CLO 4	Analyse the profit maximizing price and the relationship between different types of cost and recent trends in behavioral economics.	K4

### Mapping with Programme Specific Outcomes

CLOs	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	Medium	Strong	Medium	Medium	Medium
CLO 2	Strong	Strong	Strong	Medium	Medium
CLO 3	Strong	Strong	Medium	Medium	Medium
CLO 4	Strong	Medium	Medium	Strong	Strong

## Syllabus

### UNIT I (14 hrs)

Economics – Definition – Nature – Scope - Objectives of Firm – Social responsibilities of firm – Demand – Meaning - Types- Demand Analysis --Indifference Curve Analysis – Elasticity of Demand – Consumer’s Surplus. Supply – Meaning – Types – Factors influencing supply of a product – Elasticity of supply.

**UNIT II (14 hrs)**

Production – Factors of production – Production Function – Least Cost Combination – Laws of Returns – Law of Variable Proportions – Returns to Scale – Economies of Scale – Cost and Revenue concepts and curves-Factors influencing cost of production-Cost output relation in short and long run.

**UNIT III (14 hrs)**

Equilibrium of the firm – Industry – Pricing under Perfect Competition –Monopoly – Features, Price and output Determination– Pricing under Monopolistic Competition- Features, Price and output Determination – Pricing under Oligopoly and duopoly- Features, Price and output Determination

**UNIT IV (14 hrs)**

Distribution- Marginal Productivity Theory – Theories of Wages – Keynes liquidity preference theory of Interest, Theories of Profit and Rent. National Income- Inflation-types- causes and controlling methods, Trade cycle-phases of trade cycle- Balance of Payments- Disequilibrium and correction.

**UNIT V (15 hrs)**

Introduction to behavioral economics – Importance of behavioral economics – The behavioral decision theory – Themes-Methodology and application of Behavioral Economics– Social Preferences economics - Behavioral economics and Finance - Recent trends in behavioral economics.

**Text Book**

<b>Sl.No.</b>	<b>Author</b>	<b>Book name</b>	<b>Publisher</b>	<b>Year of Publication</b>
1.	Dr.S.Sankaran	Business Economics	Margham Publications, Chennai	Reprint 2019

**Reference Books**

<b>Sl.No.</b>	<b>Author</b>	<b>Book name</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	K.P.M. Sundaram	Business Economics	Sultan Chand & Sons.	Reprint 2019
2	Edward Cartwright	Behavioral Economics	Routledge Advanced Texts in Economics and Finance	2018



<b>COURSE NUMBER BA21C05</b>	<b>COURSE NAME - INSURANCE FOR BUSINESS PROCESS SERVICES</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
		Core	86	4	-	4

### Course Outcomes

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

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

### Mapping with Programme Learning Outcomes

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
CLO 1	Strong	Medium	Strong	Medium	Strong
CLO 2	Strong	Strong	Strong	Strong	Strong
CLO 3	Strong	Strong	Strong	Strong	Strong
CLO 4	Strong	Strong	Medium	Strong	Strong

### UNIT-I (18 Hours)

Concept of Risk – Risk of Management – **\*Basic concept (Hazards, Perils, Assets, etc.)\***-**\*Fundamentals of Insurance\***-**\*Characteristics of a valid contract\*** – Insurance contract-Principles & Practices of insurance contract – Important terminologies & parties in insurance contract –**\*Types of Insurance ( Personal, Commercial, Health, Life ,etc.)\*** –**\*History of Insurance\*** – Types of Insurance companies – Business units in an Insurance company – Overview of Insurance Life Cycle - **\*Reinsurance concept\***.

### UNIT-II (17 Hours)

Important terminologies in a Life Insurance policy – **\*Parties in a Life Insurance policy\*** – **\*Individual Life Insurance plans\*** – Supplementary Benefits – Policy Provisions – Ownership rights – Life insurance policy life cycle (New Business & Underwriting, Policy servicing, Claims, etc.) -Group Life Insurance-Disability Benefit Policies-**\*Concept of Annuity\*** – Types of Annuity– Annuitized pay-out options– calculating annuity benefit payments – Annuity contract

provisions – Annuity: USA – Fixed Annuity, Fixed Index Annuity, Variable Annuity – **\*Qualified & Non-Qualified Annuity\*** – **\*Principles of Group Insurance\*** – Group Retirement Plans.

### **UNIT-III (17 Hours)**

Property and Casualty Insurance: Non-Life Insurance concepts: Hazards, Perils, Catastrophe, Property Damage & Business Interruption, Policy exclusions, Indemnity, Deductibles, Retention, Premiums, Limits, Salvage, Subrogation, etc. – **\*Insurance Providers\*** – **\*Co-Insurance, Reinsurance, Captive Insurance\*** – Underwriting process – Policy Servicing process – Claims process.

### **UNIT-IV (17 Hours)**

Concept of Healthcare Insurance – **\*How Healthcare Insurance works\*** – **\*Key Challenges of Healthcare Industry\*** – **\*Healthcare Eco System\*** – Healthcare regulations & Standards; HIPAA – Medicare – Medicaid - Individual Health Insurance policies – **\*Group Health Insurance Policies\*** – **\*Managed Care Plans\***.

### **UNIT-V (17 Hours)**

Concepts of Retirement Services – **\*Retirement Planning\*** – Asset Allocation & Asset Classes – Life stages of an Investor – Defined Benefits & Defined Contribution – Individual Retirement Arrangement in USA – Third Party- **\*Superannuation\***.

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

**Text Book**

**TCS MATERIAL**

<b>COURSE NUMBER BA21C07</b>	<b>COURSE NAME - SUPPLY CHAIN MANAGEMENT FOR BUSINESS PROCESS SERVICES</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
		Theory	101	4	-	5

### Course Learning Outcomes

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Enumerate on SCM processes & its drivers, Demand management, different types of sourcing and procurement, logistics management, sales order management, customisation and blockchain.	K1
CLO 2	Associate the link between SCM and its need in market today, SC Planning, Inventory management and sales order management and differentiate among the varied services in logistics management.	K2
CLO 3	Illustrate the supply chain metrics, demand management, logistics management and procurement management process and examine the role of block chain in improving Supply Chain transparency.	K3
CLO 4	Connect the knowledge of current information technology in all the major supply chain management practices.	K4

### Mapping with Programme Learning Outcomes

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
CLO1	Strong	Medium	Strong	Strong	Strong
CLO2	Strong	Strong	Medium	Strong	Strong
CLO3	Strong	Strong	Strong	Strong	Strong
CLO4	Strong	Strong	Strong	Strong	Strong

#### UNIT- I (20 Hrs)

Supply Chain Management (SCM) -Overview– Meaning and Definition- Objectives – Importance of SCM- **\*Scope of SCM\***- **\*Types of SCM\***- **\*Major drivers of SCM\***- **\*Supply chain as a profession\***- **\*Need for SCM in market today\***-Supply chain strategy - **\*Supply chain metrics\***- Basics of Businesses.

#### UNIT- II (20 Hrs)

Demand Management- Supplier Management-concepts-**\*Operation Management in SCM\***- Principles- SC design, SC planning, **\*global order processing\***, manufacturing scheduling, replenishment, parameters monitoring, **\*demand driven MRP\***, data analytics, and insights reporting\*-Mass Customization-**\*Levels- characteristics\***- **\*Outsourcing Need and its current Trend\***- **\*Core competencies-working models**

#### UNIT- III (20Hrs)

Sourcing & Procurement – **\*Introduction-Purchasing cycle\***- **\*types\***- Inventory models-EOQ Model-Inventory terminology- **\*Inventory Management\***- **\*Inventory counting system\***. JIT-Elements- Benefits-Vendor Management- **\*Contract Management\***-Enterprise Resource Planning-Role of ERP in Supply Chain Management-Competitive Benefits of ERP in Supply Chain Management-ERP for Supply Chain Management in Overall Organization Growth.

**UNIT- IV (21 Hrs)**

Logistics Management- History and Evolution- Elements-Functions-**\*distribution management\***- **\*Transportation Management\***-Participants in transportation-**\*modes of Transportation\***- Multimodal transportation- **\*Fleet management\***- **\*process\***- **\*factors\***- Inter model transportation- containerization- **\*Warehousing\***-**\*Types\***- **\*Warehouse Management System (WMS)\*** - 3PL-4PL-Reverse Logistics- Green Logistics

**UNIT-V (20 Hrs)**

Sales Order Management -After Market Services - Warranty Management- **\*spares management and return material authorization\*** Blockchain in SCM-Meaning-Benefits-Uses-Role of Blockchain in improving supply chain transparency- Process Tracking-Compliance and reporting-**\*Emerging trends in SCM\***-**\*Data Mining and Data Warehouse\*** - **\*Logistics Administration\***- Master Data Management.

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

**Text Book**

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Kuldeepak Singh	A handbook on Supply chain management	Notion Press	2021

**Reference Books**

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Ashley McDonough	Operations and Supply Chain	Vibrant Publishers	2019
2	Donald Bowersox, David Closs, M. Bixby Cooper	Supply Chain Logistics Management	MC Graw Hill	2020

<b>COURSE NUMBER BA21A01</b>	<b>COURSE NAME - BUSINESS &amp; COMPANY LAW</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		Theory	86	4	-	5

### Course Learning Outcomes

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Understand the provisions regarding Indian Contract Act, Law of sales of goods, Companies Act, Negotiable Instruments and Cyber Law	K1
CLO2	Explain the laws related to contracts, agreements, bonds, sale of goods, negotiable instruments.	K2
CLO3	Acquire knowledge and develop understanding on various Business Law such as The Indian Contract Act, The Sales of Goods Act, Negotiable Instruments Act and Companies Act.	K3
CLO4	Connect and contrast with the provisions of Law of contract, Contract of Indemnity and Guarantee, Law of sales of goods and Negotiable Instruments act.	K4

### Mapping with Programme Learning Outcomes

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
CLO1	Strong	Strong	Strong	Strong	Strong
CLO2	Strong	Strong	Strong	Strong	Strong
CLO3	Strong	Strong	Strong	Medium	Strong
CLO4	Strong	Medium	Strong	Strong	Strong

### UNIT I: (17Hrs)

Law of contract- Contracts- Essential of contract- Agreements- Classification of contracts- Offer- Legal rules as to offer & lapse of offer- **\*Acceptance\***- **\*Legal rules as to acceptance\***- **\*Capacity of parties to create legal relation\*** - Consideration - Legal rules as to consideration- Stranger to a contract- **\*Contract without consideration\***

### UNIT –II (17Hrs)

Free consent- Coercion- Undue Influence- Misrepresentation- Fraud- Mistake of law and Mistake of fact- **\*Discharge of contract\***- **\*Remedies for Breach of Contract\***. Contract of Indemnity and Guarantee- Essentials- **\*Rights of Indemnity holder\***-**\*Rights of Indemnifier\***- contract of Guarantee- Essentials- Invalid Guarantee- Surety's Liability- Discharge of Surety from Liability.

### UNIT III: (17Hrs)

Law of sales of goods- **\*Formation of Contract of Sale\***- Sale and agreement to sell- **\*Sale and hire\***- Purchase agreement- Subject matter of contract of sale- **\*Effect of destruction of goods\***

**\*Document of title to goods\* - \*Delivery of Goods\* - \*Conditions and Warranties\***- Caveat Emptor- Exceptions- Transfer of property- Unpaid Seller – Rights of an Unpaid Seller.

**UNIT IV: (17Hrs)**

Companies Act of 2013: Definition-characteristics and kinds of companies-steps in formation of company. Documents to commence business- **\*Memorandum of Association and prospectus\***. Articles of Association-Directors-Appointment, power, duties and liabilities of directors. **\*Meeting and resolutions\* - \*types of meetings\***. Auditor-Appointment, rights and liabilities of auditors. **\*Winding up of company\* - \*modes of winding up of company\***-Delegation of authority/Agents Authority-Termination of Agency.

**UNIT V: (18Hrs)**

Negotiable Instruments act 1881: Meaning and essential features of Negotiable instruments – presumptions – **\*Parties to Negotiable instruments\* – \*Types of Negotiable instruments\* - \*Holder and Holder in due course\*** – Promissory note – Bill of Exchange – distinction between Promissory note and Bill of exchange – Cheque – endorsement –dishonouring of cheques – demand draft – discharge of negotiable instruments act- **\*distinction between a cheque and bill of exchange\***

Cyber law: Objectives-definition and salient features- provisions pertaining to piracy and related offences and penalties.

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

**Text Book**

Sl.No.	Author	Book name	Publisher	Year of Publication
1.	N.D. Kapoor	Business laws	Sultan Chand & Sons	2020
2.	Dr.P.C.Tulsian	Business and corporate laws	Mc Graw Hill	2020

**Reference Books**

Sl.No.	Author	Book name	Publisher	Year of Publication
1.	P.P.S Gogna	A Text Book mercantile law (Commerical law)	Sultan Chand & Sons, New Delhi	2020(reprint)
2.	Ravinder Kumar	Legal aspects of Business	Ceneage learning India (P) Ltd	2020(reprint)
3.	P.C Tulsian, Bharat Tulsian,	Business law	Tata McGraw Hill ed (p) Ltd	2020
4.	Pillai &Bagavathi	Business Law	S.Chand& Sons	2020(reprint)

<b>COURSE NUMBER</b> BA21SBP1	<b>COURSE NAME : SKILL BASED SUBJECT –DATA ANALYSIS USING SPSS-LEVEL I</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
		Practical		2	43	3

### Course Learning Outcomes

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Present data using relevant tables, graphical displays, and summary statistics	K1
CLO2	Perform percentage analysis, Paired sample t test, One way ANOVA, Two way ANOVA, Multivariate ANOVA, Analysis of Covariance and interpret the data.	K2
CLO3	Assess the association between an outcome and an exposure where both of them are categorical, and both have two or more categories or a combination of both	K3
CLO4	Analyse data to compare significance of difference between two or more groups by parametric and nonparametric methods	K4

### Mapping with Programme Learning Outcomes

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
CLO1	Strong	Strong	Strong	Strong	Strong
CLO2	Strong	Strong	Strong	Strong	Strong
CLO3	Strong	Strong	Medium	Strong	Strong
CLO4	Strong	Strong	Strong	Strong	Strong

#### Unit I (9 Hrs)

Introduction

Introduction to SPSS - Getting to Know SPSS: Starting SPSS, Working with data file, SPSS windows, Menus, Dialogue boxes-Data -Data Editor, Output Viewer -Data View Window-Variable types in SPSS and creating a codebook in SPSS.

Exercise: Working with data file, SPSS Windows, Menus, and Dialogue Boxes.

#### Unit-II (8 Hrs)

Input and data cleaning

Preparing the Data file: Creating data file and entering Data-Defining the Variables-Entering data-modifying data file-import file

Exercise: Import data file into SPSS cleaning and defining data

#### Unit III (8 Hrs)

Data manipulation

Screening and cleaning data- Manipulation of Data-Data Transformation - Syntax files and scripts - Output management

Exercise: Making data set ready for analysis

#### **Unit IV (9 Hrs)**

Descriptive analysis of data

Frequencies - Descriptive statistics: Categorical variables, continuous variables, checking normality, outliers checking - Crosstabs - Charts

Exercise: Perform percentage analysis, Descriptive statistics and cross tabs for given data using SPSS

#### **Unit V (9 Hrs)**

Preliminary analysis

Statistical techniques: Compare Means-One sample and two Independent sample t test- Paired sample t test- One Way Analysis of variance- Two-way ANOVA- Multivariate ANOVA- Analysis of Covariance.

Exercise: Perform One sample and two Independent sample t test, Paired sample t test, One-way Analysis of variance, Two-way ANOVA, Multivariate ANOVA, Analysis of Covariance.

#### **Text Book**

<b>Sl.No.</b>	<b>Author</b>	<b>Book name</b>	<b>Publisher</b>	<b>Year of Publication</b>
1.	Dr. Brijesh Awasthi	A Handbook of Statistical Analysis Using SPSS	Redshine Publication	2nd Edition, 2020

#### **Reference Books**

<b>Sl.No.</b>	<b>Author</b>	<b>Book name</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Dr. Lalit Prasad, Dr.Priyanka Mishra	Data analysis using SPSS: Text and Cases, For Researchers, Teachers and Students	Nirali Prakashan	1 <sup>th</sup> Edition 2022



<b>COURSE NUMBER BA21C08</b>	<b>COURSE NAME - BANKING FOR BUSINESS PROCESS SERVICES</b>	Category	L	T	P	Credits
		Theory	101	4	-	5

### Preamble

1. To develop a strong foundation regarding basic accounting concepts of banking along with the recent developments in banking.
2. To help students to understand the conceptual framework of banking process.
3. To provide insights about the basics of cash management and international trade.

### Course Outcomes

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

<b>CLO Number</b>	<b>CO Statement</b>	<b>Knowledge Level</b>
CLO1	Understand the concepts of Banking, Retail Banking, Cards, Mortgage, Cash Management and Trade Finance.	K1
CLO2	Recognise Customer types, Account types and Card types & transactions, Parties in Mortgage, and Risk management in banking.	K2
CLO3	Apply the concept of cards, lead generation, mortgage servicing, account servicing and closure	K3
CLO4	Analyse various banking services, Investment avenues and strategies, International and National payment methods, Frauds in Cards & Mortgage, Risk & Controls and legal aspects of banking.	K4

### Mapping with Programme Learning Outcomes

<b>CLOs</b>	<b>PLO1</b>	<b>PLO 2</b>	<b>PLO 3</b>	<b>PLO 4</b>	<b>PLO 5</b>
CLO1	Strong	Medium	Low	Strong	Medium
CLO2	Strong	Low	Low	Medium	Medium
CLO3	Medium	Medium	Low	Low	Medium
CLO4	Strong	Strong	Medium	Strong	Medium

### Unit I (20 Hrs)

Overview of Banking - Functions and Products of a Bank -Legal aspects of Banking – Banker Customer relationship- Risks and Control - Customer service -**\*Customer complaints & Dispute Handling\*** - **\*Anti-Money Laundering\*** - **\*Know your customer\*** - Components of Information Security and Risk Management- Neo Banking-Meaning-Neo banking vs. Digital Banking-**\*Central Bank Digital Currency\***.

### Unit II (20 Hrs)

Retail Banking: Account Origination - Customer types - **\*Account types\*** -Depository system- Account servicing: Record maintenance- account closures- signature maintenance- check issuance and payment- Passbook- debit card - **\*Internet Banking - Mobile Baking\***-customer correspondence- Grievances redressal-Banking Ombudsman - **\*ATM Management and Services\*** - challenges - White Label ATM- Payment system - Payment instruments - messaging

and settlement - Retail wealth management- **\*Investment objectives\*** - Investment Strategies- **\*Investment Avenues\*** : - Equities - Bonds - Structured notes-Corporate actions- Banking API-Meaning and Benefits of IoT in Banking.

### Unit III (21Hrs)

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

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

### Unit IV (20Hrs).

Mortgages: Purpose of mortgage loan-US mortgage-brief history-Federal regulation on borrower's right-**\*Mortgage products\***-**\*Mortgage schemes or programmes\***-Major parties in the mortgage industry-Mortgage loan cycle-**\*Mortgage insurance\***-**\*Mortgage frauds\***-Recent developments in mortgage industry.

### Unit V (20 hrs)

Trade Financing: Introduction to trade-**\*Various trade payment method\***-**\*Role of banks in international trade\***-Documents in international trade-Guarantee /SBLC – types of guarantee-issuance, amendment, claim/settlement & cancellation- Reimbursement-authorization, claim/payment, irrevocable undertaking-**\*Basics and outline of UCP 600, ISBP, URC 522, URR 725, URDG and ISP98\***-Loans & Finances-Value added services-after service-**\*Customer service (voice/non-voice)\***, trade compliance, trade advisory, customer owner – Importance of trade finance professionals in banking services-Overview on specialized training course for CDCS certification

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

**Text Book**

**TCS Material**

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

COURSE NUMBER- <b>BB21C09</b>	COURSE NAME – <b>FINANCIAL MANAGEMENT</b>	Category	L	T	P	Credit
		Theory	86	4	-	4

**Preamble**

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

**Course Outcomes**

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

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

**Mapping with Programme Outcomes**

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

S-Strong; M-Medium; L-Low

**FINANCIAL MANAGEMENT – BB21C09 – (86 HOURS)**

**UNIT – I-Theory and Problems (18 Hours)**

Introduction to Financial Management: Meaning of Finance – Definition and Scope of Finance Function – **\*Objectives of Financial Management - Time Value of Money\***– Present Value, Future Value, Lump Sum & Annuity (Simple problems) -Source of Finance - Long Term-Equity – Preference – Debt – Short Term Bank and Non- Bank Sources -**\* Financial Planning and Forecasting \***- Introduction to Digital Currency and Crowdfunding.

### **UNIT – II-Theory and Problems (17 Hours)**

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

### **UNIT – III-Theory and Problems (17 Hours)**

Capital Structure: Factors Influencing Capital Structure – **\*Approaches\*** – MM – Optimal Capital Structure -CAPM– **\*Operating Leverages and Financial Leverage\*** (Simple problems).

Dividend and Dividend Policy: **\*Dividend Decisions\***- Determinants- Types of Dividend Policies-Forms of Dividend.

### **UNIT – IV-Theory and Problems (17 Hours)**

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

### **UNIT – V-Theory (17 Hours)**

Working Capital Management: Meaning – Classification – Importance – **\*Determinants of Working Capital\***- Working Capital Financing -Importance and Types.

Cash Management: Motives for Holding Cash – Objectives of Cash Management.

Receivables Management : Meaning and Objectives– **\*Credit policies\***.

Financial Analytics: Meaning–Significance.

**Note: Simple problems from Unit I, II, III and Unit IV**

**\* Highlighted Text offered in blended mode**

**Theory 50 % and Problems 50 %**

### **TEXT BOOK:**

<b>Sl.No.</b>	<b>Author</b>	<b>Book name</b>	<b>Publisher</b>	<b>Year of Publication</b>
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1.	Sharma RK, Gupta SP & Neeti Gupta	Financial Management Theory and Practice	Kalyani Publications	2019 Revised 9 <sup>th</sup> Edition
2	Prasanna Chandra	Financial Management Theory & Practice	McGraw Hill	2019 Revised 10 <sup>th</sup> Edition

**REFERENCE BOOKS:**

Sl.No.	Author	Book name	Publisher	Year of Publication
1.	MY Khan &PK Jain	Financial Management	ta McGraw Hill Publishing	2018 Revised 8 <sup>th</sup> Edition
2.	I.M.Pandey	Financial Management	Vikas Publishing	2021 Revised 12 <sup>th</sup> Edition

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

<b>COURSE NUMBER BA21C09</b>	<b>COURSE NAME - RETAIL, CPG AND MARKET RESEARCH</b>	Category	L	T	P	Credits
		Theory	86	4	-	4

**Preamble**

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

**Course Outcomes**

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Understand the concepts of Market Research, CPG, Retail Segmentation, Marketing Mix, Product, Brand, Media Management; Consumer, Retail, Media and Consumer research	K1
CLO2	Associate the functions of Retail, Consumer Research, Consumer Packaged goods, media research and retail insights to interact with their customers.	K2
CLO3	Apply the concepts of Market Research, Product Management, Brand Management ,Media Management; Consumer Research in business organization.	K3
CLO4	Analyse the marketing strategies ,factors of Consumer behaviour, product pricing to compete with global retailers and to apply it in real world.	K4

**Mapping with Programme Learning Outcomes**

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
CLO1	Strong	Medium	Medium	Strong	Medium
CLO2	Strong	Low	Medium	Strong	Medium
CLO3	Strong	Medium	Strong	Medium	Medium
CLO4	Medium	Low	Medium	Medium	Low

S- Strong; M-Medium; L-Low

**UNIT-I (18 Hours)**

Market Research: Market Research- Meaning- Types- Need for Market Research-**\*Difference between Market research and Marketing Research\***- Market research concept- Custom Study – Syndicated study-**\*Quantitative Research methodology\***-**\*Qualitative Research-Methodology\***

**UNIT-II (17 Hours)**

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

**UNIT-III (17 Hours)**

Retail research: Retail Research –Benefits- **\*Retail Data\***- **\*Characteristics of Retail Data\***- Types-Retail Data Validation- Retail Reports- Product Coding- Product Reference- **\*Product Features\***- Features Coding-Items Coding- store reference-price range- Analytics and Insights in Retail.

**UNIT-IV (17 Hours)**

Consumer Research: Consumer Research –**\*Importance\*** – Consumer Marketing research-**\*key consumer research methodology\***- Consumer Research Cycle

CPG: Classification of Goods- Consumer goods, Industrial goods - **\*Concept of Consumer Packaged Goods (CPG)\*** – CPG Industry – Global CPG Manufacturers - CPG and MR Offerings - Consumer Behavior and CPG - **\*Influencers of CPG\***.

**UNIT-V (17 Hours)**

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

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

**Text Book**  
TCS Material

**Reference Book**

Sl.No.	Author	Book name	Publisher	Year of Publication
1	<a href="#">GC Beri</a> , <a href="#">Arun Kaushik</a> , <a href="#">Zillur Rahman</a>	Marketing Research 6th Edition	Mc Graw Hill	<b>2020</b>

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

<b>COURSE NUMBER BA21A02</b>	<b>COURSE NAME - CAMPUS TO CORPORATE TRANSITION</b>	Category	L	T	P	Credits
		Theory	86	4	-	5

**Preamble**

1. To make the students aware of the BPS Industry in world and in India.
2. To make the students build skills for comprehension, vocabulary and writing skills.
3. To understand the world of work and the process of transitioning from campus to corporate.

**Course Learning Outcomes**

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Understand the functional areas of BPS Domains, types of etiquettes, levels of communication, importance of interview skills, communication skills, problem solving skills and decision-making skills.	K1
CLO2	Recognize the basic concepts of English grammar, Corporate etiquettes , presentation skills, Analytical thinking skills, communication skills, social conversation skills .	K2
CLO3	Apply analytical thinking, communication skills, listening skills, corporate skills, and grooming skills in a work environment with the understanding of different BPS domains and following business etiquette.	K3
CLO4	Analyse and execute the application of verbal aptitude, logical reasoning and implement the knowledge for entry level job and in their career .	K4

**Mapping with Programme Learning Outcomes**

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
CLO1	Strong	Medium	strong	Low	Medium
CLO2	Medium	Strong	strong	Medium	Medium
CLO3	Low	Strong	Low	Low	Medium
CLO4	Medium	Strong	strong	Strong	Strong

S- Strong; M-Medium; L-Low

**UNIT – I (17 Hours)**

Overview of corporate-Origin of corporate- campus and corporate -distinction-**\*Overview of BPS industry in India and world\***- Benefits of BPS-BPS Domains.



## UNIT – II (18 Hours)

Corporate etiquette-Dressing and grooming skills-Workplace etiquette-Business etiquette- Email etiquette-Telephone and meeting etiquette-**\*Presentation skills\***. Professional competencies: analytical thinking-listening skills-time management-team skills- **\*Relationship Building skills\*** stress management-Assertiveness-Ownership-Attention to detail. **\*Problem solving skills\***-**\*Developing Problem solving skills\***.

## UNIT – III (17 Hours)

Elementary Level English Communication-Grammar-**\*Parts of speech\***-Noun-Pronoun-Adjectives-Verbs-Adverbs-Preposition-Conjunction-Interjection-Articles-Tenses-Punctuation-Sentence Construction-Types of sentence-Pronunciation-**\*Vowels and Consonants\***-Sounds of English Language-Diphthongs-Pronunciation of Vowel sounds-**\*Syllables\***.

## UNIT – IV (17 Hours).

Intermediate Level English Communication – Comprehension-**\*Reading Comprehension\***-**\*Listening Comprehension\***-Importance of Listening Comprehension-Listening to speakers effectively-**\*Improving Vocabulary\***-Antonym-Synonyms-Homophones-Common Errors-Idiom-Improving writing skill- Good writing Skill-Report-Structure of a Report.

## UNIT – V (17 Hours)

Advanced Level English Communication-Recitation of Short Stories-Elements of Recitation of Short Story-Interview Skills-Stages of Interview-Skill-Practice on communication skills-Answering strategies-**\*Resume Writing\***-Group Discussion-Critical success factors of Group Discussion- Social Conversion skills-Presentation-Difference between Conversations and Presentation-Critical success factors of Presentation-Act Play-**\*Decision making skills\***

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

### Text Book

#### TCS Material

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

<b>COURSE NUMBER BA21SBP2</b>	<b>COURSE NAME : SKILL BASED SUBJECT –DATA ANALYSIS USING SPSS-LEVEL II</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
		Practical			43	3

**Preamble**

- 1.To understand the uses of SPSS, as a tool to summarize and aid in the interpretation of research findings.
2. To Evaluate and effectively summarize research finds using SPSS.
3. To Execute and create inferential statistical analysis using SPSS.

**Course Learning Outcomes**

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Tabulate data using relevant tables, graphical displays, and summary statistics.	K1
CLO2	Associate Correlation, Regression, Various ranking tests, Factor analysis, Cluster analysis.	K2
CLO3	Assess the association between an outcome and an exposure with different category.	K3
CLO4	Analyse on how to enter and reorganize information within SPSS.	K4

**Mapping with Programme Learning Outcomes**

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
CLO1	Strong	Medium	Medium	Strong	Medium
CLO2	Strong	Medium	Strong	Medium	Strong
CLO3	Medium	Medium	Low	Strong	Strong
CLO4	Strong	Strong	Strong	Strong	Low

**Unit-I (9 HOURS)**

**Statistical techniques: Explore relationship among variables**

Correlation: Pearson correlation-Speraman rank correlation-Partial correlation

Exercise: Perform Pearson correlation, Spearman rank correlation, Partial correlation for given data using SPSS.

**Unit-II (8 HOURS)**

**Statistical techniques: Explore relationship among variables**

Multiple Linera Regression: Assumptions, overall significance, multicollinearity, Variable selection methods.

Exercise: Perform Multiple Linear Regression for given data using SPSS

**Unit-III (8 Hours)**

**Non-Parametric statistics:**

Independent Chi square Test, Mann- Whitney U test, Garret Ranking

Exercise: Perform Independent Chi square Test, Mann- Whitney test, Garret Ranking test for given data using SPSS

**Unit-IV (9 Hours)**

**Advanced Models: Multivariate statistical techniques**

Logistic Regression and Discriminant Analysis

Exercise: Perform Logistic Regression and Discriminant Analysis for given data using SPSS

**Unit-V (9 Hours)**

**Advanced Models: Multivariate statistical techniques**

Factor Analysis, Cluster Analysis

Exercise: Perform Factor Analysis, Cluster Analysis for given data using SPSS

**Text Book**

Sl.No.	Author	Book name	Publisher	Year of Publication
1.	Dr. Wan Muhammad Amir W Ahmad	Statistical Analysis Using SPSS Version 24.	<b>Publisher: Penerbit USM</b>	<i>1<sup>st</sup> Edition,</i> 2019

**Reference Books**

Sl.No.	Author	Book name	Publisher	Year of Publication
1	Dr. Lalit Prasad (Author), Dr. Priyanka Mishra (Author)	DATA ANALYSIS USING SPSS: Text and Cases, For Researchers, Teachers and Students	Nirali Prakashan	1 <sup>st</sup> Edition 2022

S.no	Topic	Web Link
1	Statistical techniques:	<a href="https://www.google.com/search?q=Statistical+techniques%3A+Explore+relationship+among+variables+NP">https://www.google.com/search?q=Statistical+techniques%3A+Explore+relationship+among+variables+NP</a>

	Explore relationship among variables	TEL+video
2	Advanced Models: Multivariate statistical techniques	<a href="https://www.google.com/search?q=Advanced+Models%3A+Multivariate+statistical+techniques+NPTEL+video">https://www.google.com/search?q=Advanced+Models%3A+Multivariate+statistical+techniques+NPTEL+video</a>

Pedagogy: Chalk& Talk, lecture, PPT and practical exercises.



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

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

**SCHEME OF EXAMINATION  
2021-22 Batch & Onwards  
V SEMESTER**

SEM	Part	Subject Code	Title of the Paper		Instruction hours/week	Contact hours	Tutorial	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
V	III	BB21C11	<b>Core 11</b> : Cost and Management Accounting #	CC	5	73	2	3	50	50	100	5
V	III	BB21C12	<b>Core 12</b> : Management Information System #	CC	5	73	2	3	50	50	100	4
V	III	BA21C10	<b>Core 13:</b> Managing Business Processes I	CC	5	73	2	3	50	50	100	4
V	III	BB21E01/ BB21E05	<b>AOS I</b> -Research Methods for Management # / Business Ethics and Corporate Social Responsibility #	AOS	5	73	2	3	50	50	100	5
V	III	BA21E01 / BA21E02	<b>AOS II</b> – Capital Markets for Business Process Services /Enterprise Resource Planning	AOS	5	73	2	3	50	50	100	4
V	IV	BA20SBCE	<b>Coursera</b> / : Data Analysis with Excel	SEC	3	45	-	-	-	100	100	3
V	III	BA19AC1/ IB19AC2	<b>Advanced Learner Course</b> - Knowledge Management/ Event Management *	AEC	-	-	-	3	25	75	100	5
V		NM21CS1	Cyber Security 1	AEC	2	-	-	-	100	-	100	-
V	IV	INST1	Field Work/Institutional training	-	-	-	-	-	-	-	100	2
V	III	BA21CE	Comprehensive Examination								100	Grade
V			Community Services-30 Hours	-	-	-	-	-	-	-	Completed / Not	-

#Common for BBA and BBA(BPM)

\*Common for BBA(IB & RM)

## CA Question Paper Pattern and distribution of marks UG

### UG - Core and Allied - (First 3 Units)

Question from each unit comprising of

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

One question with a weightage of 6 Marks (Internal Choice at the same CLO level) :  $6 \times 3 = 15$

One question with a weightage of 12 Marks (Internal Choice at the same CLO level):  $12 \times 3 = 36$

**Total : 60 Marks**

**ESE Question Paper Pattern:**  $5 \times 20 = 100$  Marks

Question from each unit comprising of

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

One question with a weightage of 6 Marks (Internal Choice at the same CLO level) :  $6 \times 5 = 30$

One question with a weightage of 12 Marks (Internal Choice at the same CLO level):  $12 \times 5 = 60$

**Total : 100 Marks**

### End Semester for UG - Advance Learner Courses

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

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

**Total : 75 marks**

### Skill Based Subject: 100 Marks

Test 1 (Practical) : 50 Marks

Test 2 (Practical) : 50 Marks

**Total: 100 Marks**

### CA pattern for 21-22 and 22-23 Batch

#### Theory II & III Year UG / PG

CIA Test : 10 marks (Conducted for 60 marks after 50 days)

Model Exam : 20 marks (Conducted for after 85 days 100 marks (Each Unit 20 Marks))

Seminar/Assignment/Quiz : 10 marks

Class Participation : 7 marks

Attendance : 3 marks

**Total : 50 Marks**

### Cyber Security I & II

Quiz : 60 Marks

Case Study : 20 Marks

Poster : 20 Marks

COURSE NUMBER- <b>BB21C11</b>	COURSENAME- <b>COST AND MANAGEMENT ACCOUNTING</b>	<b>Category</b>	L	T	P	Credit
		<b>Theory</b>	73	2	-	5

**Preamble:**

1. To understand the basic concepts and principles of cost and management accounting.
2. To deepen knowledge on all the components of the financial statements using ratios.
3. To convey sufficient knowledge for an adequate interpretation, analysis and use the information provided by cost and management accounting.
4. To effectively communicate cost situation and management decision to stake holders.

**Course Learning Outcomes**

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the importance of cost and management accounting, to gain a broader understanding of concepts, principles and terminology in cost and management accounting.	K1
CLO2	Recognize the role of Inventory management, budget, CVP analysis and other related methods as a tool for planning and controlling	K2
CLO3	Apply the various components of cost and management accounting like cost sheet, labour cost, ratios, fund flow statements & marginal costing technique	K3
CLO4	Analyze various cost and management accounting tools & techniques and apply it for effective financial decision making.	K4

**Mapping with Programme Learning Outcomes**

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

S-Strong; M-Medium; L-Low

**UNIT-I (14Hours)**

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

**UNIT-II (15Hours):**

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

**UNIT–III (16Hours)**

\***Ratio analysis** – Liquidity, Profitability, Solvency, Capital structure ratios – Preparation of balance sheet from ratios-**\*Dupont Analysis.**

**UNIT–IV (14Hours)**

\***Fund Flow analysis**– Preparation of Fund Flow Statements.

**UNIT–V (14Hours)**

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

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

**Text Books**

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Shashi.K.Gupta, R.K.Sharma & Neeti Gupta	Cost and Management Accounting	Kalyani Publishers	Reprint 2018

**Reference Books:**

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Narang K.L. Jain S.P	Practical Problems in Cost Accounting	S.Chand & Company	2021
2	Maheshwari S.N, CA Sharad K. Maheshwari, Dr Suneel K. Maheshwari	Principles of Management Accounting	Sultan Chand & Sons	2021
3	T.S.Reddy & Y.Hari Prasad Reddy	Cost and Management Accounting	Margham Publications	Reprints 2018



COURSE NUMBER- <b>BB21C12</b>	COURSE NAME – <b>MANAGEMENT INFORMATION SYSTEM</b>	<b>Category</b>	L	T	P	Credit
		<b>Theory</b>	73	2	-	4

### Preamble

1. To provide knowledge on foundation concepts in information systems.
2. To provide knowledge on how information systems can support managerial decision making and strategies for competitive advantage.
3. To explain steps in systems analysis, design and implementation.
4. To define and recognize key enabling technologies internet, telecommunication that may advance organizations in providing right information for effective decision making.
5. To explain the process of functional subsystems and global systems

### Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Identify the concepts functions, uses and challenges of information systems in business	K1
CLO2	Recognize and familiarize the process of systems analysis design and implementation.	K2
CLO3	Apply the latest internet and communication technologies to advance and gain competitive advantage in business functional.	K3
CLO4	Analyze and evaluate the uses of information and information systems for effective decision making and solve business problems	K4

### Mapping with Programme Learning Outcome

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
<b>CLO1</b>	S	S	S	S	S
<b>CLO2</b>	S	S	S	S	S
<b>CLO3</b>	S	S	S	M	S
<b>CLO4</b>	S	S	S	S	M

S-Strong; M-Medium; L-Low

### UNIT 1 (14 hours)

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

### UNIT 2 (15 hours)

Information System to Build in Organisations: - System Development Life Cycle- System Analysis Design and Development -Steps in Implementation - **\*Data Base Management System – Concept – Database Models\*** - Software -Types- System Software- Application Software- Middleware- Groupware-Software Testing -Software Licensing- Open Source Software-Software Evaluation Maintenance

### UNIT 3 (14 hours)

Decision Making and Technologies: Introduction, - Decision Support System -Components -GDSS- Structured-Semi Structured and Unstructured decisions- What if analysis-Sensitivity Analysis-Goal-seeking- Analysis and Optimizing Analysis- Expert Systems in Decision Making - **\*Knowledge Management Systems\***

- Executive Intelligence Systems - Enterprise Portal and Decision Support - Artificial Intelligence Technologies  
 – Fuzzy Logic

**UNIT 4 (16 hours)**

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

**UNIT 5 (14 hours)**

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

**Text Book:**

S.No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	James A O'Brien, et al	Management Information Systems	McGraw Hill Education(India) P Ltd	2017
2	Paige Baltzan	Information Systems	McGraw Hill Education(India) P Ltd	7th edition 24 Jan 2023

**Reference Books:**

S.No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Laudon	MIS-Managing the digital firm	Pearson Publications	17th Edition 2022
2	P. Kaliraj, T. Devi,	Higher Education for Industry 4.0 and Transformation to Education 5.0,	Excel Books Private Limited,	2016
3	Alasdair Gilchrist.	Industry 4.0: The Industrial Internet of Things	A press Publications	2016

COURSE NUMBER – <b>BA21C10</b>	COURSE NAME – <b>MANAGING BUSINESS PROCESSES I</b>	Category	L	T	P	Credit
		<b>Theory</b>	73	2	-	4

### Preamble

1. To provide the understanding of Business Processes, process mapping techniques and customer needs in BPS industry
2. To provide an overview about the Quality management, Quality Control Vs. Quality Assurance, Need for first pass yield, Components of Cost of Quality

### Course Outcomes

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

CLO Number	CO Statement	Knowledge Level
CLO1	Recognize the Business Processes in various businesses and understand the customer needs and expectations	K1
CLO2	Associate various types of Risks in Business Processes	K2
CLO3	Apply Process Mapping techniques to bring forth a clear understanding of a Process	K3
CLO4	Analyze the importance of Quality Management, setting of Standard Operating Procedure and fixing SLA	K4

### Mapping with Programme Outcomes

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

### UNIT I: (15Hours)

Introduction to Process Management: Process Definition – Recognition of Business Processes – **\*Core Processes Vs Support Processes\*** – Components of Process Management – Understanding Internal Customer Vs End User.

### UNIT –II (15Hours)

BPS Overview – Outsourcing Environment – **\*Need for Outsourcing\*** – Business Processes outsourced to India. **\*BPS Life Cycle\*** – Sales/Solutioning – Transition – Steady State – Value Creation.

### UNIT III: (14Hours)

Metrics Management – **\*Service Level Agreements\*** – Business Metrics Vs Operations Metrics – Target Setting.

### UNIT IV: (15Hours)

Process Mapping Techniques – Process Levels – **\*Process Mapping\*** – Symbols, SIPOC, SIPOC Fundamentals. Kano Model – Customer Expectations in Business Process Outsourcing

### UNIT V: (14Hours)

Risk - Risk Types - Operational Risk - **\* Information Security Risk\*** - Financial Risk- Strategic Risk - Risk Mitigation Plans.

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

### Text Book

TCS Material

COURSE NUMBER – <b>BB21E01</b>	COURSE NAME – AOS : 1 <b>RESEARCH METHODS FOR MANAGEMENT</b>	<b>Category</b>	L	T	P	Credit
		<b>Theory</b>	73	2	-	5

**Preamble:**

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

**Course Learning Outcomes**

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Understand the meaning of research, research design, data, statistical measures, interpretation and reporting.	K1
CLO2	Explain various sampling methods, designing of questionnaire and tabulation and its scope.	K2
CLO3	Identify suitable statistical tools and techniques to solve complex problems	K3
CLO4	Apply the ability to analyze and interpret the data to draft reports	K4

**Mapping with Programme Learning Outcomes**

<b>COs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
<b>CLO1</b>	S	S	S	S	S
<b>CLO2</b>	S	S	S	S	S
<b>CLO3</b>	S	S	M	S	S
<b>CLO4</b>	S	S	S	M	S

S - Strong; M - Medium; L - Low

**UNIT – I (15 Hours)**

Meaning, Importance and Scope of Research – Characteristics of good research – Methods of research – Defining research problem – Identification of Research Problem - Research process – **\*Importance of Research in Management Decisions\***

**UNIT – II (15 Hours)**

**\*Research Design – Components and Types\*** - Formulation of Research Design (Identification of research problem) – Sampling design – Population, sample size determination, Characteristics of good sample - Sampling Techniques - Probability sampling and Non- probability Sampling – **\*Criteria for selection of a sampling technique\***

**UNIT – III (15 Hours)**

Data – Quantitative and qualitative data – Data Collection methods – Primary and Secondary Data – Designing of Questionnaire – **\*Interview Schedule – Observation – Pilot Study and Case Study\***. Measurement and Scaling Techniques. **\*Data Processing: Editing, Coding, Classification and Tabulation\***.

**UNIT – IV (15 Hours)**

Statistical Measures for Data Analysis: Types of Hypothesis - Formulation and testing of Hypothesis – Descriptive statistics, t-test, Chi- Square Test and one-way Anova, Introduction to crosstabs (Simple Problems only) – **\*Introduction to SPSS\***

**UNIT – V (13 Hours)**

**\*Interpretation and Report Writing\*** – Techniques of Interpretation – Steps in Report Writing – Layout and Types of Report. Norms for using Index, Tables, Charts, Diagram, Appendix and Bibliography.

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

**Text Book**

Sl.No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	C.R.Kothari & Gaurav Garg	Research Methodology Methods & Techniques	New Age International(P) Ltd Publishers	September 2019

**Reference Books:**

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	P.Saravanavel	Research Methodology	Kitab Mahal	January 2018
2	P.P.Arya and Yesh Pal	Research Methodology in Management ( Theory and Case studies)	Deep and Deep Publications	2nd Revised edition 2011
3	C. Burns Alvin, Veeck Ann, F. Bush Ronald	Marketing Research	Pearson Education	8th edition 2017

COURSE NUMBER- <b>BB21E05</b>	COURSENAME– AOS1: <b>BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY</b>	<b>Category</b>	L	T	P	Credit
		<b>Theory</b>	73	2	-	5

### Preamble

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

### Course Learning Outcomes

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

CLO Number	CLO Statement	Knowledge Level
CLO1.	Understand ethical components of managerial decision making	K1
CLO2.	Ability to distinguish between ethics, morals, code of conduct and the law.	K2
CLO3.	Recognize the relationship between ethics, economics, politics and cross culture.	K3
CLO4.	Analyse the role of business in relation to ethics, CSR, human rights & Sustainability.	K4

### Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
<b>CLO1.</b>	S	S	S	S	S
<b>CLO2.</b>	S	S	S	S	S
<b>CLO3.</b>	S	S	S	M	S
<b>CLO4.</b>	M	S	S	M	S

S- Strong; M-Medium; L-Low

### UNIT I (14 HRS)

Ethics –meaning, definition & nature Business ethics, Characteristics, Ethical and business ; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.  
**\*Ethical Decision Making and Ethical Leadership\* - \*Sustainable Business Practices\*.**

### UNITII (14HRS)

**\*Management of Ethics\*** –Ethical dilemma; Ethics in practice- ethics for managers; Role and function of ethical managers- the Comparative ethical behavior of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. **\*Business and ecological/environmental issues in the Indian context\*.**

### UNIT III (15 HRS)

**\*Legal Aspects of Ethics\***- Political - legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of **\*MRTP & FERA\***- Social-cultural environment and their impact on business operations, Salient features of Indian culture and values. **\*Cross culture issues in ethics\*.**

#### UNIT IV (15HRS)

**\*Environmental Ethics\***-Economic Environment; Philosophy of economic growth and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and Confederation of Indian Industries.

#### UNIT V (15HRS)

**\*Corporate Social Responsibility and Governance\***-Definition- Evolution- Need for CSR; Theoretical perspectives; **\*Corporate citizen ship\***; Business practices; Strategies for CSR; **\*Challenges and implementation\***; Evolution of corporate governance; Governance practices and regulation; Elements of good corporate governance Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practice. Role of institutional investors and investor associations on corporate governance  
\*Simple case study (internal valuation only)

#### Text Book

Sl.No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Jyotsna.G.B &R.C. Joshi	Business Ethics and Corporate Governance	McGraw Hill	2019
2	Gupta C.B.	Governance, Ethics & Social Responsibility of Business	Sultan Chand & Sons	2014
3.	Dr. S.S. Khanka	Business Ethics and Corporate Social Responsibility	S. Chand Publishing	2014

#### Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	De George.R	Business Ethics	7 <sup>th</sup> Edition, Pearson,	2011
2.	Schmidtz, D. and Willott,E.,	Environmental Ethics	Oxford University Press,	2011

<b>COURSE NUMBER BA21E01</b>	<b>COURSE NAME - CAPITALMARKETS FOR BUSINESSPROCESS SERVICES</b>	Category	L	T	P	Credit
		Theory	73	2	-	4

### Preamble

1. This course provides an insight into the characteristics and the functions of the capital market.
2. The course content helps to gain awareness and importance of the different types of investments
3. To gain insight about the risk management practices in capital markets.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CLO1.	Understand the overview of capital markets and familiarize the different types of securities and funds	K1
CLO2.	Associate the link between the investment banking functions and the various processes in investment banking.	K2
CLO3.	Apply risk management techniques in capital markets.	K3
CLO4.	Analyse the basics of investment banking	K4

### Mapping with Programme Outcomes

CLOs	PO1	PO2	PO3	PO4	PO5
CLO1.	Strong	Strong	Medium	Strong	Strong
CLO2.	Strong	Strong	Medium	Strong	Strong
CLO3.	Strong	Strong	Medium	Medium	Medium
CLO4.	Strong	Strong	Strong	Strong	Strong

### Unit I (15 Hrs)

Introduction to capital market – Meaning – **\*Importance of capital market\***-features -role of capital market – Regulatory framework for capital market. New issue market – Instruments of issues-functions – Players in the new issue Market-**\*SEBI Guidelines of public issue\***-Recent Trends. Secondary market-features-Role – **\*Importance\***-organization – stock exchanges-NSE & BSE-listing of securities on stock exchanges-Trading mechanism -**\*E-Trading\***.

### Unit II (15 Hrs)

Types of securities – Equity – fixed income and government securities-OTC Products- Derivatives – Meaning-**\*Advantages of derivatives\***-**\*Types of Derivatives\***: Features-Forward-Future-Options – SWAP- Participants in Trade

### Unit III (15Hrs)

**Funds: Mutual funds**- Definition – objectives–advantages – NAV – classification –structure- Asset management company- **\*Role of fund manager\***-players in mutual fund industry-new fund offers. Hedge funds – Meaning –characteristics of Hedge funds – structure of Hedge funds - **\*Types of hedge funds\***. Private equity– Meaning – **\*characteristics of Private equity\*** – structure of private equity funds- types of Private equity- key components of private equity investments. Reconciliations in Asset management

### Unit IV (14Hrs)



Basics of investment banking: Investments –Meaning and Importance- forms – Factors favorable for Investments-problems –\*Sources of Investment information\*. Investment banking –meaning – function-Trade life cycle – clearing and settlement – \*Role of clearing house\*-Reconciliations-types of securities lending – primebrokerage – collateral management – corporate actions: purpose– types.

**Unit V (14Hrs)**

Risk management– \*Measures of risk\* – definition - systematic and unsystematic risk-relation between risk andreturn-\*Types of risk\*-financial Risk management-hedging risk –risk modelling-the risks that banks face.

**TEXT BOOKS : TCS MATERIALS**

<b>COURSE NUMBER BA21E02</b>	<b>COURSE NAME - ENTERPRISE RESOURCE PLANNING</b>	Category	L	T	P	Credit
		Theory	73	2	-	4

**Preamble**

To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trendson ERP.

**Course Outcomes**

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP	K1
CLO2	Describe how an integrated information system can support effective and efficient business processes	K1
CLO3	Classify different processes of the organization and relationship among all Processes	K2
CLO4	examine systematically the planning mechanisms in an enterprise, and identify all components in an ERP system and the relationships among the components	K2
CLLO5	apply the concepts of ERP to support business operations and decision-making,	K3

**Mapping with Programme  
Outcomes**

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	Strong	Strong	Strong	Medium	Strong
CLO2	Strong	Strong	Medium	Strong	Medium
CLO3	Strong	Strong	Strong	Medium	Strong
CLO4	Medium	Strong	Strong	Medium	Strong
CLO5	Medium	Strong	Strong	Medium	Strong

**UNIT I (15 hours)**

Introduction - Overview of enterprise systems – Evolution – Risks - **\*Functions and benefits\*** - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

**UNIT II (15 hours)**

Erp Solutions And Functional Modules - **\*Overview of ERP software solutions\***- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules –**\*features and functions\***-sales and Marketing, Accounting and Finance,Materials and Production Management.

**UNIT III (15 hours)**

ERP Implementation - Planning Evaluation and selection of ERP systems-**\*Implementation life cycle\*** - ERP implementation, Methodology and Frame work-Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

**UNIT IV (14 hours)**

Post Implementation Maintenance of ERP- **\*Organizational and Industrial Impact\***; Success and Failure factors of and ERP Implementation

**UNIT V (14 hours)**

Emerging Trends on ERP - Extended ERP systems and ERP add-ons -CRM,SCM, Business analytics etc- **\*Future trends in ERP systems\***-web enabled, Wireless Technologies so on.

**TEXT BOOK:**

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Alexis Leon	ERP demystified	Tata McGraw-Hill	2017.

**REFERENCE BOOKS:**

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Jagan Nathan Vaman	ERP in Practice	Tata McGraw-Hill	2018
2	Alexis Leon	Enterprise Resource Planning	Tata McGraw-Hill	2018
3	MahadeoJaiswal and Ganesh Vanapalli	ERP	Macmillan India	2019
4	Vinod Kumar Grag and N.K. Venkitakrishnan	ERP- Concepts and Practice	Prentice Hall of India	2016

COURSE NUMBER- <b>BB21SB03</b>	COURSE NAME – <b>COMPUTATIONAL FINANCE – USING EXCEL</b>	<b>Category</b>	L	T	P	Credit
		<b>Practical</b>			43	3

**Preamble:**

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

**Course Learning Outcomes**

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1.	Recognize and familiarize with the various financial tools used in spreadsheet	K1
CLO2.	Understand the application of basic financial functions in spreadsheet	K2
CLO3.	Apply spreadsheet functions such as goal seek, scenarios & charts	K3
CLO4.	Analyse the financial data using spreadsheet.	K4

**Mapping with Programme Learning Outcomes**

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
CLO1.	S	S	S	M	S
CLO2.	S	S	S	M	S
CLO3.	S	S	S	S	M
CLO4.	S	S	S	M	S

**S- Strong; M-Medium; L-Low**

**Unit - I:**

**(8 hours)**

**A)Excel Basics**

Input: Creating Excel workbook, Entering Data, Using Formulas, Removing Duplicates, Tools to be used: Vlookup, Pivot Table & Charts

Output: Sum, Mean, Median, Mode, Standard Deviation, Correlation & Descriptive Statistics

**B)Calculation of Depreciation:**

Input: Cost, Salvage, Period

Tools to be used: SLN, DB

Output: Depreciation Value, Asset Value & Chart

**Unit - II: (9 Hours)**

**Preparation of Income Statement & Cash Budget**

Input: Receipts & Payments & Cash flows

Tools to be used: Data Validation, Scenarios Manager

Output: Income Statement & Cash Budget

**Unit – III: (8 hours)**

**Designing Capital Structures**

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

Tools to be used: Goal Seek

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

**Unit – IV: (10 Hours)**

**Credit Policy:**

Input: Opening & Closing Receivables

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

Output: Aging Schedule

**Capital Budgeting**

Input: Cash Flows

Tools to be used: PV, NPV, IRR

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

**Unit – V: (8 hours)**

**Forecasting of Share Price**

Input: Share Price

Tools to be used: Regression, Trend & Graph

Expected Output: Share Price Trend

Software essential: MS Office Excel

**Text Book:**

<b>Sl. No.</b>	<b>Author(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Bodhanwala.R.J	Financial Management using Excel Spreadsheet	Taxmann Publication New Delhi.	2015 Revised Edition 2021
2	Danielle Stein Fairhurst	Financial Modeling in Excel For Dummies	Wiley	2017 Revised Edition 2021

<b>COURSE NUMBER</b> BA19AC1	<b>COURSE NAME -ALC</b> <b>KNOWLEDGE MANAGEMENT</b>	Category	L	T	P	Credit
		Theory	-	-	-	5

### Preamble

1. To introduce the students the concept of knowledge management.
2. To highlight the managerial perspective of knowledge management.

### Course Outcomes

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	At the completion of this course class members will be able to demonstrate a thorough understanding of different types of knowledge assets in an organization and to be able to design and implement successful strategies for leveraging them.	K1
CLO2	Developing a basic understanding of the importance of knowledge as a resource in knowledge based economies	K2
CLO3	Identifying and applying approaches in managing individual, group und organizational level knowledge processes.	K2
CLO4	Apply Knowledge Management objectives in projects across diverse fields.	K3
CLO5	The dominant perspectives of knowledge, KM	K3

### Mapping with Programme Outcomes

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLLO5</b>
CLO1	Strong	Strong	Strong	Strong	Strong
CLO2	Strong	Strong	Strong	Strong	Strong
CLO3	Strong	Medium	Strong	Strong	Strong
CLO4	Strong	Strong	Strong	Medium	Strong
CLO5	Strong	Strong	Strong	Strong	Strong

### Syllabus

#### Unit I

Introduction: Knowledge management - relevance and significance - need - Organizational knowledge management drivers – knowledge based drivers - technology drivers - human resource drivers, process drivers and economic drivers.

#### Unit II

Knowledge Management Process: Organizational creation - acquisition –organizing – sharing – renewal – networks - culture.

#### Unit III

KM Cycle: Knowledge creation, capturing tacit knowledge, Types of knowledge and its implications for KM

#### Unit IV

Knowledge Management System, Tools, KM system : Analysis design and development: Analysis, design and development of KM system - knowledge management system requirement.

#### Unit V

Evaluation of KM effectiveness: KM innovation and Learning organization -the future of KM.

**TEXT BOOKS:**

<b>Sl. No.</b>	<b>Author(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
<b>1</b>	GaneshNataraja, NitinNohria, SandhyaShekhar.	Knowledge Management	Tata Mcgraw Hill Education	2018.

**REFERENCE BOOKS:**

<b>Sl. No.</b>	<b>Author(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
<b>1</b>	Fernandez I. B. and Sabherwal, R.	Knowledge Management: System and Resources.	PHI Delhi.	2014

<b>COURSE NUMBER</b>  <b>IB19AC2</b>	<b>COURSE NAME- ALC</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>EVENT MANAGEMENT</b>	Theory	-	-	-	<b>5</b>

### Preamble

1. The purpose of this course is to enable the students to acquire a general knowledge about the "eventmanagement"
2. To enable students to understand how to organize events.
3. To understand about sponsoring and marketing the events.
4. To gain knowledge regarding event delivery and evaluation.

### Course Outcomes

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	To acquire an understanding of the role and purpose(s) of special events in the organizations.	K1
CLO2	To acquire an understanding of the techniques and strategies required to plan successful special events.	K2
CLO3	To acquire the knowledge and competencies required to promote, implement and conduct special events.	K2
CLO4	To acquire the knowledge and competencies required to assess the quality and success of special events.	K3
CLO5	To apply the knowledge on how to market an event, publicize it, generate interest and attract participants.	K3

### Mapping with programme outcomes

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>
CLO1	Strong	Strong	Strong	Strong
CLO2	Strong	Strong	Strong	Strong
CLO3	Strong	Strong	Strong	Strong
CLO4	Strong	Strong	Strong	Strong
CLO5	Strong	Strong	Strong	Strong

### UNIT - I

INTRODUCTION: An overview of event marketing – types of events – 5 G's of Events - Event Designing Understanding the structure of event industry, economy, culture and trends – Creating Opportunities for Better Deals with Different-Media - Diverse Marketing Needs.

### UNIT - II

DESIGNING EVENT MARKETING : Application of Marketing mix to events – designing and developing –Adoption of events – Event life cycle analysis: Before, During and After an Event - Event life cycle analysis –Key drivers influencing strategic planning and execution of different types of events – Branding issues for events - Segmentation and Targeting of the Market for Events - Targeting Clients - Selecting Event Categories to Serve- Selecting and Contracting.



### UNIT - III

PRICING STRATEGIES : Pricing methods for events – Payment gateway for events - Revenue Generating Customers – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Event Hierarchy - Profitability analysis – Skills Required for-Negotiating the Best Price.

### UNIT - IV

EVENT PROMOTION: Pre-event Activities, During-event Activities, Post-event Activities - Campaign for sports cultural - Entertainment - Formal functions – Event advertising – Establishment – Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Principles of Media management -Role of regulatory authorities - Gaining-Competitive Advantages - Market Attractiveness - Business Strengths.

### UNIT – V

EVENT DELIVERY AND EVALUATION: Dealing with agents, Promoters and event executors – Event Planning Implementation and evaluation from stake holders perspectives - Evaluation Process,-Establishing Tangible Objectives and Sensitivity in Evaluation - Measuring Performance - Concept Research - Formative Evaluation, Objective Evaluation-Summative Evaluation Correcting deviations, Critical Evaluation Points andreport.

#### Text Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Bhavana Chaudhari, Dr. Hoshi Bhiwandiwalla	Event Management	NiraliPrakasan	2019
2.	Charles Bladen, James Kennel, Emma Abson and Nick Wilde	Event management	Routledge publishers	2017

#### Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Logan Gaspar	Event management	Spna book house	2016
2.	Sita Ram singh	Event management	APH Publishing corporation	2017



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

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

**SCHEME OF EXAMINATION  
2021-22 Batch & Onwards  
VI SEMESTER**

SEM	Part	Subject Code	Title of the Paper		Instruction hours/week	Contact hours	Tutorial	Duration of Examination	Examination Marks			Credits
									CA	ESE	TOTAL	
VI	III	BB21C14	<b>Core 14</b> : Entrepreneurial Development #	CC	5	73	2	3	50	50	100	4
VI	III	BA21C11	<b>Core 15</b> : Managing Business Processes -II	CC	5	73	2	3	50	50	100	4
VI	III	BB21E03/ RM21E03	<b>AOS III</b> -International Business# /Consumer Buying Behaviour**	AOS	6	88	2	3	50	50	100	4
VI	III	BA21E03 / IB21E08	<b>AOS IV</b> – : Strategic Human Resource Management /Integrated Marketing Communication*	AOS	5	73	2	3	50	50	100	4
VI	III	BA21PROJ	Project and Viva Voce		6		-	-	50	50	100	5
V/ VI	IV	BA20SBCE/ BB21SBP1	Coursera/ SBS: Computational Finance Using spreadsheet#	SEC	3	45 41	- 4	-	100	-	100	3
VI	III	IB21AC3/ IB21AC4	<b>Advanced Learner Course</b> - Crisis Management*/ E-Business Management*	ALC	-	-	-	3	25	75	100	5

#Common for BBA and BBA (BPM) \*Common for BBA(IB) and BBA (BPM) \*\*Common for BBA(RM) and BBA (BPM)  
CC – Core Courses

CA – Continuous Assessment

ESE – End Semester Examination

SEC – Skill Enhancement Course

AOS – Application Oriented Subject

ALC - Advanced Learner Course

**2021-22 Batch**

**CA Question Paper Pattern and distribution of marks UG**

## CA Question Paper Pattern and distribution of marks UG

### UG Core and Allied - (First 3 Units)

#### Question from each unit comprising of

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

One question with a weightage of 6 Marks (Internal Choice at the same CLO level) :  $6 \times 3 = 18$

One question with a weightage of 12 Marks (Internal Choice at the same CLO level):  $12 \times 3 = 36$

**Total: 60 Marks**

### UG - Core and Allied courses:

#### ESE Question Paper Pattern: $5 \times 20 = 100$ Marks

Question from each unit comprising of

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

One question with a weightage of 6 Marks (Internal Choice at the same CLO level) :  $6 \times 5 = 30$

One question with a weightage of 12 Marks (Internal Choice at the same CLO level) :  $12 \times 5 = 60$

**Total: 100 Marks**

### Skill Based Subject – III Years: 100 Marks

Test 1 (Practical) : 50 Marks

Test 2 (Practical) : 50 Marks

**Total: 100 Marks**

### CA pattern for 21-22 and 22-23 Batch

#### Theory II & III Year UG

CIA Test : 10 marks (Conducted for 60 marks after 50 days)

Model Exam : 20 marks (Conducted for after 85 days 100 marks (Each Unit 20 Marks))

Seminar/Assignment/Quiz : 10 marks

Class Participation : 7 marks

Attendance : 3 marks

**Total : 50 Marks**

### ADVANCED LEARNERS COURSE (ALC)

#### Continuous Internal Assessment: 20 Marks

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

### End Semester Examination: 20 Marks

SECTION	MARKS	TOTAL
A-5/8X5=25Marks	25	75 Marks
B– 5/8X10=50Marks	50	

## PROJECT

### Individual Project and Viva Voce

During the end of semester V, the students will be allotted to a staff coordinator who will be the guide and internal examiner for the project work. Each student should select a topic and the same to be approved by the guide. The fieldwork has to be done during the beginning of semester VI. The student should submit the project report on or before the last date specified for submission. The student submitting the report after the last date of submission will be rejected and the same will be treated as “Not completed”.

### Area of Work

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

### Methodology

Each project should contain the following details:

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

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

### INTERNAL EVALUATION

S.No	Components	Evaluation	Max. Marks
1	I Review	Selection of the Field of study, Topic & Research design	10 Marks
2	II Review	Literature & Data Collection	25 Marks
3	III Review	Analysis & Conclusion: Preparation of rough Draft	15 Marks
		<b>Total</b>	50 Marks

COURSE NUMBER- <b>BB21C14</b>	COURSE NAME – <b>ENTREPRENEURIAL DEVELOPMENT</b>	<b>Category</b>	L	T	P	Credit
		Theory	73	2	-	4

**Preamble**

1. To impart knowledge and skills needed to become an entrepreneur.
2. To motivate young people to setup own ventures and contribute to national economic development.

**Course Learning Outcomes**

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the concept, origin, theories, types, schemes of entrepreneurship and how Intellectual Property Rights, and Digital transformation supports entrepreneurship	K1
CLO2	Discuss the diverse support mechanisms, role of creativity, innovation, project appraisal, feasibility analysis in fostering entrepreneurial activities.	K2
CLO3	Analyze the significance of Entrepreneurship, Sustainability, Start ups and the impact of digital transformation in the context of Industry 4.0 and 5.0.	K3
CLO4	Apply the necessary concepts & skills to explore new business opportunities through a well-structured business plan strategizing towards a sustainable business growth	K4

**Mapping with Programme Learning Outcomes**

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

S-Strong; M-Medium; L-Low

**ENTREPRENEURIAL DEVELOPMENT - BB21C14 (73 Hours)**

**UNIT – I (15 Hrs)**

Entrepreneurship-Meaning–Origin-Theories of Entrepreneurship-Functions-Factors affecting entrepreneurial growth-Traits–Types-Entrepreneur Vs Intrapreneur Vs Manager-Women entrepreneurship-Rural entrepreneurship-**\*Barriers in Entrepreneurship\*** - Social Entrepreneurship - Agripreneurship- Introduction to Family Business- **\*Role of entrepreneurship in economic development\***.

### UNIT – II (14 Hrs)

Entrepreneurial support - DIC, Industrial Estates- SIDCO – SIPCOT – STEP – SIDO – EDII – NSIC – SISI - TIIC – NAYC – KVIC – TCO – SEZ – Incubators - Angel Investors Venture Capital - **\*Entrepreneurship Development Programme\*** – Incentives and Subsidies Schemes for Women Entrepreneurs.

### UNIT – III (14 Hrs)

Role of Creativity and Innovation in Entrepreneurship-sources for Business ideas, Creative Problem Solving –Innovation and Invention – The S curve of innovation-Intellectual property-Meaning- Need for protection – Copyright- Registration-Patents-Trademark-Design and Procedure for registration. **\*Industrial Sickness- Introduction-Causes and remedies\***.

### UNIT – IV (15 Hrs)

Starting a New venture – Steps for starting a small Industry - Project- Idea generation Project identification and Clarification - Project Formulation- Feasibility Analysis – Market Analysis – Technical Analysis - Project appraisal- **\*Project Report Presentation as per MSME format.\***

### UNIT – V (15 Hrs)

Financial Analysis- Estimation and Projection - Operating Cost - Revenue estimates - errors in estimation - **\*Overview of risk\*** (Technical, Economic, Social and Environmental risks) – Sustainable entrepreneurship and Startups ventures - Introduction - Digital Transformation Strategies for Entrepreneurs - Aspiring Entrepreneurs in the Era of Industry 4.0 and 5.0.

**Case study analysis** - Field visit and Developing Business plan (Internal Evaluation Only).

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

#### Text Books:

S.No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha	Entrepreneurship	McGraw Hill	2020 11 <sup>th</sup> Edition
2.	Gupta.C.Band Srinivasan.N.P	Entrepreneurial Development	Sultan Chand and Sons	2020
3.	Sauhari Vinnie and Bhushan Sudhashu	Innovation Management	Oxford	2014

#### Reference Books:

S.No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	KolbBonitaM	Entrepreneurship for the creative And cultural industries	Routedge	2015
2.	Prasanna Chandra	Projects-Planning, Analysis, Financing, implementation and review	Tata Mcgraw Hill Publishing Company Ltd, New Delhi	9 <sup>th</sup> edition 2019

<b>COURSE NUMBER</b> <b>BA21C11</b>	<b>COURSE NAME - MANAGING BUSINESS PROCESSES II</b>	Category	L	T	P	Credit
		Theory	73	2	-	4

**Preamble**

1. To Understand the quality standards and quality assurance.
2. To gain knowledge of problem-solving techniques and apply the same in BPS sector.
3. To understand the Lean and six sigma concept and its application in managing the business processes.

**Course Outcomes**

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Understand the concepts of quality management, Process of transaction Monitoring, defect management, Problem solving tools and Process improvement techniques.	K1
CLO2	Recognize how the process improvement techniques of quality management and problem-solving tools are used in Business Processes	K2
CLO3	Apply Process improvement techniques and problem-solving tools like Value stream mapping, Kaizen, Lean, six sigma concepts, PDCA, FMEA in Business	K3
CLO4	Analyze how the problem-solving tools -FMEA, Brainstorming and why-why analysis, process improvement methods like Lean, kaizen and Six sigma are used for the improvement of Quality and to reduce the defects.	K4

**Mapping with Programme Outcomes**

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>
CLO1	Strong	Strong	Strong	Strong
CLO2	Strong	Strong	Medium	Strong
CLO3	Strong	Medium	Strong	Medium
CLO4	Strong	Strong	Medium	Strong

**MANAGING  
(73Hours)**

**BUSINESS**

**PROCESSES**

**II-**

**BA21C11**

**UNIT I: (14 Hours)**

Introduction to Quality Management - Quality Definition - Important Components of quality- Process vs. Quality-Process elements-Quality Control Vs Quality Assurance -Quality management systems-Quality Certifications-Quality System Audits-**\*Role of Artificial Intelligence in Quality Assurance\***

**UNIT –II (15 Hours)**

Transaction monitoring-Transaction monitoring Process -Transaction monitoring procedure-Scope of Transaction monitoring-Best approaches-Benefits of Transaction monitoring-Transaction monitoring cycle – Inspection – Feedback – **\*Root Cause Analysis\***-Steps and sequence of Root Cause Analysis-Root cause analysis process.

**UNIT III: (15 Hours)**

Defects Management -Defect opportunities-Defect calculation-Sigma Conversion table- Defect vs Defective - Opportunity – Definition - DPU/DPMO calculations - First Pass Yield (FPY) & Cost of Quality(COQ) :Prevention cost-Appraisal Costs-Internal failure costs-External failure costs-Total quality costs-Value Stream Mapping - **\*Standard Operating Procedures\***-Implementing value stream mapping for Digital Transformation.

**UNIT IV: (15 Hours)**

Problem solving Techniques-Introduction-Benefits-Problem solving steps-Measure-Identification of Root causes-Solution development-Containment Action-Systematic Problem solving basics (P D C A) - Problem Solving Tools – Brainstorming - Quality Control tools for Problem solving-Basic 7QC Tools – Why? Why Analysis– **\*FMEA (Process Failure Mode Effects Analysis)\***.

**UNIT V: (14 Hours)**

Need for Process Improvement - Introduction to Lean Methodology-Evolution of Lean-Lean Production system-**\*The house of Lean Production-Muda-Work Vs Muda-Types-Principle about Lean thinking\***- Takt time and cycle time-The 5S System-The Artificial Intelligence approach to Lean process.

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

**Text Book**

TCS Material



COURSE NUMBER - <b>BB21E03</b>	COURSE NAME –AOS:3 <b>INTERNATIONAL BUSINESS</b>	<b>Category</b>	L	T	P	Credit
		<b>Theory</b>	88	2	-	4

**Preamble**

1. To understand the concept of international business.
2. To identify the various components affecting environment of international business.
3. To outline the phenomena of MNC's and Globalization.
4. To provide insights in to the operational activities of Export procedure and documentation.
5. To analyze the role of external agencies in international business.
6. To act ethically and with emotional sensitivity in international business environments.

**Course Learning Outcomes**

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
<b>CLO1</b>	Understand the terms and concepts of IB (International Business) and international agencies.	<b>K1</b>
<b>CLO2</b>	Interpret the role of IB, IBE (International business environment), MNCs, Globalization, Export, Import and external agencies.	<b>K2</b>
<b>CLO3</b>	Identify the impact of IB, IBE, MNCs, Globalization and International agencies.	<b>K3</b>
<b>CLO4</b>	Examine how IB assists in facilitation of accessing global opportunities, entrepreneurial and career growth.	<b>K4</b>

**Mapping with Programme Learning Outcomes**

<b>CLO s</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
<b>CLO1</b>	S	S	S	S	S
<b>CLO2</b>	S	S	S	S	S
<b>CLO3</b>	S	S	M	M	S
<b>CLO4</b>	S	S	S	S	S

S-Strong; M-Medium; L-Low

**INTERNATIONAL BUSINESS - BB21E03**

**(Hours 88)**

**UNIT -I (18 Hours)**

**International Business** – Meaning, Scope and Need – Reasons for growth in International

Business-Need for International Business - Impact of AI in International business.- Constraints of International Business - Ethics in International Business -Domestic Vs International Business – **\*Modes of entry into International Business\*** (Trade, **\*Foreign Direct Investment, Licensing, Franchising\***), Joint Ventures, Turnkey, Wholly Owned Subsidiary, Joint ventures and Counter Trade)– Global Sourcing – Career Opportunities in International Business.

**UNIT -II (18 Hours)**

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

**UNIT-III (18 Hours)**

**Globalization - \*Meaning, Definition and Features\***-Advantages and Disadvantages – Factors favoring Globalization - Obstacles facing globalization- **\*Globalization Strategies\*** - Impact of AI on Global expansion - Globalization of Indian Business. Multinational Corporation-Meaning-Definition-Characteristics –Evolution of MNCs- Significance of MNCs - Advantages and Disadvantages of MNC- MNCs in India - Role of MNC in International Trade.

**UNIT- IV (17 Hours)**

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

**UNIT-V (17 Hours)**

**Role of International Agencies:** IMF, **\*World Bank\***, **\*WTO\*** & IATA. Institutional assistance for export promotion: Export promotion council - Commodity Boards – Boards of Trade: FIEO, IIFT, Export inspection council, STC, Export houses- Special Economic Zones. **Case Studies-5hrs (Internal Evaluation Only)**

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

**Text Books:**

<b>S. No.</b>	<b>Author(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1.	Dr.K.Vidyakala	International Business	Aram Publications	2022
2.	CharlesW.L Hill, Arun KumarJain	International Business Competing In The Global Market Place	Tata McGraw Hill	2023
3.	K.Aswathappa	International Business	Tata McGraw Hill	2020

**Reference Books:**

<b>S. No.</b>	<b>Author(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
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1	Charles W.L.Hill,G.ThomasM.Hult, Rohit Mehtani	International Business- Competing in the Global Marketplace	Mc Graw Hill	2021
2	Francis Cherunilam	International Trade and Export Management	Himalaya	2023

<b>COURSE NUMBER BA21E03</b>	<b>COURSE NAME –AOS IV- STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	Category	L	T	P	Credit
		AOS	73	2		4

**Preamble**

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

**Course Outcomes**

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

<b>CO Number</b>	<b>CO Statement</b>	<b>Knowledge Level</b>
CLO1	Understand the concepts of Corporate strategy, Retaining, outsourcing, Performance management system, Strategic compensation management and E-HRM	K1
CLO2	Cognize how the corporate strategy is used in Retaining, Outsourcing, performance appraisal and compensation management in various HR policies.	K2
CLO3	Apply the concepts of corporate strategy, Retaining, outsourcing, Performance management system, Strategic compensation management and E-HRM	K3

CLO4	alyze the analytical process used in performance appraisal and compensation management in various HR practices.	K4
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### Mapping with Programme Outcomes

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

## STRATEGIC HUMAN RESOURCE MANAGEMENT (Hours 73)

### UNIT – 1 (15 Hours)

**Corporate and HR Strategy**-The concept of Corporate Strategy- Effective Strategies-Concept of Human Resource Strategy-Concept of “Fit” between corporate and HR Strategy-**\*Five Ps of HRM\***-Levers of HR Strategy-Barriers to strategic HR-Implementation of HR Strategy-Understanding HR Deliverables- **\*Seven Step Model for implementing HR’s Strategic Role\***-**\*Concept of Artificial Intelligence\***- Significance and role in SHRM.

### UNIT – II (14 Hours)

**Strategic Resourcing, Retaining and Outsourcing**-Introduction-Concept of Traditional Resourcing-Concept of Strategic Resourcing-Resourcing to fit with corporate strategy & Organization-Resourcing Decisions-Selection through Assessment centers- **\*The cost and benefit of Retention\***- **\*Strategic approach to manage turnover\***-**\*HR Outsourcing\***.

### UNIT – III (14 Hours)

**\*Performance Management System\***-**\*Concept of PMS\***-**\*Uses and design of the System\***-Setting Objectives-Goal Setting Theory-Appraisal of Performance-Reinforcing core competencies-**\*The 360 Degree Appraisal\***-Role of HR Analytics in Performance management system

### UNIT – IV (15 Hours)

**Strategic Compensation Management**-Introduction-Concept of Minimum, Fair and Living Wage-Corporate Compensation Structure-Rewards, Incentives and Merit Pay-**\*Types of PLR**

**Systems\*-Team based Pay-Competency based Compensation-Evaluating jobs & Roles-  
\*Introduction to Compensation Analytics and its components\***

**UNIT – V (15 Hours)**

**E-HRM-Difference between E-HRM and HRIS-E-HRM Goals-Types of E-HRM-E-HRM Outcomes-Consequences of E-HRM for HR Department-*HRIS-Manpower Planning module for HRIS\**.**

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

**Text Books:**

<b>S. No.</b>	<b>Author(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1.	S.C.Gupta	Advanced Human Resource Management	Ane Books Pvt.Ltd	2019
2.	Ananda Das Gupta	Strategic Human Resource ManagementFormulating and Implementing HR Strategies for a Competitive Advantage	Productivity Press	2021

**Reference Books:**

<b>S.No</b>	<b>Author(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Karen Beaven	Strategic Human Resource Management: An HR Professional's Toolkit	Kogan Page	2019
2.	John Storey, Dave Ulrich, Patrick Wright	Strategic Human Resource Management: A Research Overview	Routledge	2020

COURSE NUMBER - <b>BB21SBP1</b>	COURSE NAME – SBS- <b>COMPUTATIONAL FINANCE USING SPREADSHEET</b>	<b>Category</b>	L	T	P	Credit
		<b>Practical</b>	-	-	41	3

**Preamble:**

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

**Course Learning Outcomes**

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

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

**Mapping with Programme Learning Outcomes**

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
<b>CLO1</b>	S	S	M	S	S
<b>CLO2</b>	S	S	M	S	S
<b>CLO3</b>	S	S	S	S	S
<b>CLO4</b>	S	S	M	S	S

S-Strong; M-Medium; L-Low

**SBS - COMPUTATIONAL FINANCE USING SPREADSHEET - BB21SBP1 (43 Hours)**

**Unit I : (8 hours)**

**A) Spreadsheet Basics**

Input: Creating spreadsheet workbook, Entering Data, Using Formulas, Removing Duplicates,

Tools to be used: Vlookup, Pivot Table & Charts

Output: Sum, Mean, Median, Mode, Standard Deviation, Correlation & Descriptive Statistics

**B) Calculation of Depreciation:**

Input: Cost, Salvage, Period

Tools to be used: SLN, DB

Output: Depreciation Value, Asset Value & Chart

**Unit II: (8 Hours)**

**Preparation of Income Statement & Cash Budget**

Input: Receipts & Payments & Cash flows

Tools to be used: Data Validation, Scenarios Manager

Output: Income Statement & Cash Budget

**Unit: III (8 hours)**

**Designing Capital Structures**

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

Tools to be used: Goal Seek

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

**Unit : IV (8 Hours)**

**Credit Policy:**

Input: Opening & Closing Receivables

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

Output: Aging Schedule

**Capital Budgeting**

Input: Cash Flows

Tools to be used: PV, NPV, IRR

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

**Unit: V (9 hours)**

**DuPont analysis:**

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

Tools used: DuPont Ratio & Charts

Expected Outcomes: Dupont Model

**Forecasting of Share Price**

Input: Share Price

Tools to be used: Regression, Trend & Graph

Expected Output: Share Price Trend

Software essential: Spreadsheet

**Text Books:**

<b>Sl. No.</b>	<b>Author(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Danielle Stein Fairhurst	Financial Modeling in Excel For Dummies	Wiley	2022
2	Suraj Kumar Lohani	Excel for Finance and Accounting	Bpb Publications	2023



<b>COURSE NUMBER IB21AC3</b>	<b>COURSE NAME CRISIS MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CREDIT</b>
		<b>ALC</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5</b>

### Preamble

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

### Course Learning Outcomes

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

<b>CLO Number</b>	<b>CLO Statement</b>	<b>Knowledge Level</b>
CLO1	Understand the fundamental principles of crisis management, recognize its relevance in modern business, and grasp the key elements necessary for effective crisis response.	K1
CLO2	Identify and classify various crisis types, analyze crisis management life cycles, and integrate risk management,	K2
CLO3	Acquire the knowledge and skills required to develop crisis management plans	K3
CLO4	Equipped with practical strategies to implement crisis management effectively, including crisis communication, technology utilization, handling international aspects, and applying lessons learned from recent crises.	K4

### Mapping with Programme Learning Outcomes

<b>CLOs</b>	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>
<b>CLO1</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>S</b>
<b>CLO2</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>S</b>	<b>S</b>
<b>CLO3</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>S</b>
<b>CLO4</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>S</b>

S-Strong; M-Medium;

### SYLLABUS

## **UNIT – I**

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

## **UNIT – II**

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

## **UNIT – III**

Building the Foundation for Crisis Management: Crisis Management Plan Development, Crisis Management Team Roles and Responsibilities, Crisis Simulation and Training, Public Relations in Crisis Management.

## **UNIT – IV**

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

## **UNIT – V**

Strengthening Crisis Management: Continuous Improvement in Crisis Management, Crisis Management in the Digital Age, Crisis Management for Small Businesses, Future Trends and Challenges in Crisis Management.

### **Text Books:**

<b>Sl.No</b>	<b>Authors(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Major CT Sadanandan & Veteran	Crisis Management: Leadership, Team Dynamics, and Resilience in Play	Pentagon Press LLP	2023
2	Jacques R Island	Your Plan is Your Parachute: A Simplified Guide to Business Continuity and Crisis Management	Quest Publishing	2021
3	Amir Khorram- Manesh, Frederick	Emergencies and Public Health Crisis	Mdpi AG	2020

	M Burkle	Management- Current Perspectives on Risks and Multiagency Collaboration		
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**Reference Books:**

Sl.No	Authors(s)	Title of the Book	Publisher	Year of Publication
1	Dennis Tourish	Management Studies in Crisis: Fraud, Deception and Meaningless Research	Cambridge University Press	2019

COURSE NUMBER	COURSE NAME	Category	L	T	P	Credit
		IB21AC4	E-BUSINESS MANAGEMENT	ALC	-	-

**Preamble**

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

**Course Outcomes**

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

CLO Number	CLO Statement	Knowledge Level
CLO1	Define the nature and explore the scope and economic and social impact of e-business technologies	K1
CLO2	Recognize how e-business strategy are integrated in organization's goals and objectives.	K2
CLO3	Assess the likely consequences of e-business technologies for change at the societal level	K3

CLO4	Analyse the potential for efficiency gains and growth in consumer power from e-business technologies	K4
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### Mapping with Programme Learning Outcomes

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

#### Unit 1: E-business – An Introduction

Concept of e-business; Nature, scope, and impact of e-business technologies; Difference between e-business and e-commerce; History and development of e-business; Advantages of e-business; Business model for e-products and e-services; Contribution of e-business technologies to economic growth, market, competitiveness, and productivity.

#### Unit 2: Technologies in e-business

Introduction; e-business technologies - hardware, e-business software applications, internet and World Wide Web; Database management system; e-business security; Online payment technology; IT/IS evaluation and e-business; Social consequences of e-business technologies.

#### Unit 3:e-Marketing

Concept; Effects of e-business technologies on marketing strategy, customer retention and e-CRM; Measuring the extent of digital marketing activity; Market analysis; Digital marketing tools; Viral marketing.

#### Unit 4:e-Payment system and Operations management

Characteristics of payment system; Classification of payment systems-overview of smart card- Applications of Internet Protocol Security.

Difference between purchase and procurement; Market solutions - sell-side, buy-side, and market place- Integration of product catalogue- Procurement service providing.

#### Unit 5:e-Contracting and Online distribution

Concept of generic services - information, negotiation, archiving, enforcement, reconciliation; Structure of a contract; Digital signature; Legal affairs. Components of a distribution system; Characterization of online distribution; hybrid distribution networks; Model for electronic software distribution.

#### Text Book:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
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1	Jonathan R. J.	E-Business A management perspective	Oxford University Press, New Delhi	2019
2	Chan, H., Lee, R. Dillon, T., and Chang, E	E-Commerce: Fundamentals and Applications	John Wiley & Sons, New Delhi	2019

**Reference Books:**

<b>Sl. No.</b>	<b>Author(s)</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1.	Kulkarni, P., Jahirabadkar, S. and Chande, P	E-Business	Oxford University Press, New Delhi	2019