



R.M.K. ENGINEERING COLLEGE

(An Autonomous Institution)

R.S.M Nagar, Kavaraipettai, Gummidipoondi Taluk, Thiruvallur District, Tamil Nadu-601206

Affiliated to Anna University, Chennai / Approved by AICTE, New Delhi / Accredited by NAAC with A+ Grade An ISO 21001:2018 Certified Institution / All the Eligible UG Programs are accredited by NBA, New Delhi



M.B.A. MASTER OF BUSINESS ADMINISTRATION REGULATIONS 2025 CHOICE BASED CREDIT SYSTEM

PROGRAM EDUCATIONAL OBJECTIVES

The MBA graduates of R.M.K. Engineering College will

PEO 1: Strategic leadership - Analyze complex business environments, craft strategies, and drive organizations toward sustainable growth and innovation.

PEO 2: Global Perspective and Decision-Making - Understand cultural diversity, global markets, and emerging economies for informed and effective decision-making.

PEO 3: Entrepreneurial Excellence: Apply skills to create and develop new business opportunities through excelling in skills to conceptualize, develop, and manage new businesses and ventures with creativity and risk mitigation.

PEO 4: Ethics and Social Responsibility: Practice the profession with ethics, integrity, leadership and social responsibility with a good understanding of the changing societal needs.

PROGRAMME OUTCOMES (POs)

On successful completion of the programme, MBA graduates will have the

PO1: Ability to apply the business acumen gained in practice.

PO2: Ability to understand and solve managerial issues.

PO3: Ability to communicate and negotiate effectively, to achieve organizational and individual goals.

PO4: Ability to understand one's own ability to set achievable targets and complete them.

PO5: Ability to fulfill social outreach

PO6: Ability to take up challenging assignments

PROGRAMME SPECIFIC OUTCOMES (PSOs)

After the successful completion of the program, the postgraduates will be able to:

Program Specific Outcomes are tailored to the particular vision and focus of the MBA program that emphasize leadership, innovation, and global competitiveness.

PSO1: Integration of Multidisciplinary Knowledge:

Synthesize concepts from finance, marketing, operations, human resources, and strategy to solve cross-functional organizational challenges.

PSO2: Innovative Solutions for management issues:

Apply advanced theories and leverage tools such as Artificial Intelligence, and Business Analytics to improve organizational efficiency

PSO3: Entrepreneurship and Business Innovation:

Identify market gaps, develop innovative business models, and effectively execute entrepreneurial ventures while managing business risks.

Mapping of POs/PSOs to PEOs

Contribution1: Reasonable 2: Significant 3: Strong

PEOs & POs

The M.B.A. Program outcomes leading to the achievement of the objectives are summarized in the following Table:

PROGRAM EDUCATIONAL OBJECTIVES	PROGRAM OUTCOMES					
	PO1	PO2	PO3	PO4	PO5	PO6
I	3	3	3	3	3	3
II	3	3	2	2	2	3
III	3	2	3	3	2	3
IV	2	2	3	3	3	3

PROGRAM EDUCATIONAL OBJECTIVES	PROGRAM SPECIFIC OUTCOMES		
	PSO1	PSO2	PSO3
I	3	3	3
II	3	3	3
III	3	3	3
IV	2	2	3



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SEMESTER I

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY COURSES								
1.	25BA101	Managerial Economics	PCC	3	3	0	0	3
2.	25BA102	Organisational Behaviour	PCC	3	3	0	0	3
3.	25BA103	Marketing Management	PCC	3	3	0	0	3
4.	25BA104	Human Resources Management	PCC	3	3	0	0	3
THEORY COURSES WITH LABORATORY COMPONENT								
5.	25BA105	Accounting for financial decisions	PCC	5	3	0	2	4
6.	25BA106	Information systems management	PCC	5	3	0	2	4
7.	25BA107	Business Statistics with R programming	FC	5	3	0	2	4
LABORATORY COURSES								
8.	25BA111	IT tools for Personal and Office Productivity	FC	2	0	0	2	1
TOTAL				29	21	0	8	25

SEMESTER II

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY COURSES								
1.	25BA201	Operations Management	PCC	4	3	1	0	4
2.	25BA202	Financial Management	PCC	4	3	1	0	4
3.	25BA203	Strategic Management	PCC	4	4	0	0	4
4.	25BA204	Business Research methods	PCC	4	3	1	0	4
5.		Professional Elective–I	PEC	3	3	0	0	3
6.		Professional Elective–II	PEC	3	3	0	0	3
THEORY COURSES WITH LABORATORY COMPONENT								
7.	25BA205	Operations Research	PCC	5	3	0	2	4
8.	25BA206	Entrepreneurship & Design Thinking	PCC	5	3	0	2	4
LABORATORY COURSES								
9.	25BA211	Strategic Communication in the Digital Era	PCC	2	0	0	2	1
TOTAL				34	25	3	6	31

SEMESTER III

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY COURSES								
1.		Professional Elective–III	PEC	3	3	0	0	3
2.		Professional Elective–IV	PEC	3	3	0	0	3
3.		Professional Elective–V	PEC	3	3	0	0	3
4.		Professional Elective–VI	PEC	3	3	0	0	3
		Non Functional Elective I	NEC	3	3	0	0	3
EMPLOYABILITY ENHANCEMENT COURSES								
5.		In-house Project	EEC	12	0	0	12	6
6.		Professional English Certification	EEC	2	0	0	2	1
7.		Internship	EEC	6	0	0	6	3
TOTAL				35	12	0	20	25

SEMESTER IV

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
EMPLOYABILITY ENHANCEMENT COURSES								
1.		Project Work Phase–II	EEC	24	0	0	24	12
TOTAL				24	0	0	24	12

Category	Credits
PCC	45
PEC	18
NEC	03
FC	05
EEC	22
Total	93

Foundation Courses (FC)/Professional Core Courses (PCC)/Professional Electives Courses (PEC) / Employability Enhancement Courses (EEC) / Non Functional Electives Courses (NEC)

Specialization	Functional Electives Courses	
Financial Management	25BA212	Merchant Banking and Financial Services
	25BA213	Financial Markets
	25BA301	Financial Derivatives
	25BA304	Security analysis and Portfolio Management
	25BA305	Fintech and Block chain application in Finance
	25BA306	International Finance
Human Resource Management	25BA214	Industrial Relations and Labour Legislations
	25BA215	Negotiation and Conflict Management
	25BA307	HR Analytics
	25BA308	Reward and Compensation Management
	25BA309	International HRD
	25BA310	Knowledge Management
Marketing Management	25BA216	Services Marketing
	25BA217	Customer Relationship Management
	25BA311	Product and Brand Management
	25BA312	Digital Marketing
	25BA313	Marketing Analytics
	25BA314	Consumer Behaviour and Neural Marketing
Operations Management	25BA218	Introduction to Supply Chain Management
	25BA219	Introduction to Logistics Management
	25BA315	Materials Management
	25BA316	Services Operations Management
	25BA317	Project Management
	25BA318	Introduction to Supply Chain Analytics
Business Analytics	25BA220	Fundamentals of Business Analytics
	25BA221	Data mining and Decision sciences
	25BA319	Social media Web Analytics
	25BA320	E - Business Management
	25BA321	ERP
	25BA322	Business Analytics using python

Specialization	Sector Elective Course	
Hospital and Healthcare Management	25BA222	Introduction to Hospital Management
	25BA223	Hospital Planning and Management
	25BA323	Strategic Marketing for Hospitals
	25BA324	Healthcare Insurance & Financial Administration
	25BA325	Legal Framework for Healthcare System
	25BA326	Health Care Analytics
	25BA327	Disaster Management in Medical Centers
	25BA328	Artificial Intelligence(AI) In Medical Care
Logistics Management	25BA224	Logistics Management
	25BA225	Materials Management
	25BA329	Warehouse Management
	25BA330	Transportation and Distribution Management
	25BA331	Reverse and Contract Logistics
	25BA332	Air Cargo Management
	25BA333	Port and Terminal Management
	25BA334	Global Transport Regulations and Legal framework
Supply Chain Management	25BA226	Supply Chain Management
	25BA227	Sourcing and Supply Management
	25BA335	Supply chain Revenue Management
	25BA336	Supply Chain Analytics
	25BA337	Sustainable Supply Chain Management
	25BA338	Macro Economics and Supply chain
	25BA339	Supply Chain Digitization
	25BA340	Global Supply chain management

Non Functional Elective Courses
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Introduction to Business Analytics, Digital Marketing, Psychometric Analysis and Career Development.
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EMPLOYABILITY ENHANCEMENT COURSES (EEC)

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	25BA215	Internship	EEC	6	-	-	6	3
2.	25BA380	In House Project	EEC	12	0	0	12	6
3.	25BA381	Professional English certification	EEC	2	0	0	2	1
4.	25BA400	Project Work	EEC	24	0	0	24	12

SEMESTER 1

25BA101	MANAGERIAL ECONOMICS	L	T	P	C
		3	0	0	3
OBJECTIVES					
<p>The course will enable the learners to:</p> <ul style="list-style-type: none"> ● To introduce the Micro economic concepts ● To familiarize the students with the importance of economic approaches in managerial decision making ● To understand the applications of economic theories in business decisions ● To explore macroeconomic policies 					
UNIT I	DEMAND, SUPPLY AND EQUILIBRIUM				9
<p>Economics – Definition - Microeconomics and Macroeconomics – Importance and scope of Microeconomics - Market Economies - Production Possibility Frontier - The Demand Curve Factors that Affect Demand- The Supply Curve- Factors that affect Supply Equilibrium- Divergence from the Equilibrium Price - Effects of changes in business environment on the equilibrium-Price Elasticity of Demand and Supply-Income Elasticity and Cross Price Elasticity Factors that affect the elasticity of demand-Taxes in the demand-supply Frame work Buyers and Sellers surplus –Government Intervention in the market.</p>					
UNIT II	PRODUCTION AND COST				9
<p>The Production Function-Behavior of Average and Marginal Products-Law of Diminishing Returns-Productivity in the Long Run - Scale and Scope of Production - Costs of Different types- Behavior of average and marginal costs-Relationship between costs and productivity-Costs in the long run.</p>					
UNIT III	MARKETS AND PRICING				9
<p>Markets of Different types-Perfectly Competitive Market –Profits in a perfectly competitive Market-Perfect competition in the long run–Monopoly-Profits in a monopolistic market-Sources of Monopoly Power - The Multi-product firms - Monopolistic Competition - Oligopoly - Different Models of Oligopoly - Why do markets Fail - Game Theory: a strategic understanding-Price discrimination; Peak load pricing; Bundling; Transfer pricing.</p>					
UNIT IV	MACRO-ECONOMICS AND NATIONAL INCOME				9
<p>Macroeconomic issues and concepts – The Circular Flow of Income in closed and open economy - Measurement of GDP, Components of GDP, Real versus Nominal GDP, The GDP Deflator. The Consumer Price Index-Calculation of CPI, GDP deflator versus the CPI- Correcting economic variables for the effects of inflation, Uses and limitations of using national income statistics.</p>					
UNIT V	MACROECONOMIC POLICIES				9
<p>Objectives of Macroeconomic Policy, Different Approaches to Macroeconomic Policy Monetary Policy- Instruments and its effectiveness, Monetary Policy, and Indian Economy Fiscal Policy- Meaning, Objectives, and Instruments of Fiscal Policy, Nexus between Monetary and Fiscal Policies; Influence of policies on business.</p>					

CONTEMPORARY TOPICS	
Guest Lecture from industry experts on contemporary topics in market competition and strategic decision	
TOTAL:45 PERIODS	
COURSE OUTCOMES	
Upon completion of the course, the students will be able to:	
CO1:Illustrate how markets work, under the workings of supply ,demand, and equilibrium	
CO2:Explain the production of goods and services and measures of productivity.	
CO3:Elaborate on the pricing and selling decisions under different types of competitive pressures	
CO4:Compreh end basic macroeconomic concepts such as GDP, unemployment, inflation, interest rates and exchange rates, business cycles	
CO5:Determine how economic trends and events will affect the firm's environment	
TEXT BOOKS	
1. Case, Karl E, Fair, Ray C., and Oster, Sharon M (2020), Principles of Economics, 13th Edition, Pearson Publication	
2. David M. Krep (2019), Microeconomics for Managers, 2nd Edition	
3. Dwivedi, D. N. (2018), Macroeconomics – Theory and Policy, 5th edition, Tata McGraw Hill Publications.	
4. Sikdar, S. (2020), Principles of Macroeconomics, 3rd Edition, OUP India	
5. Wilkinson, Nick (2022), Managerial Economics, 2nd Edition, Cambridge University Press	
REFERENCES	
1. W. Bruce Allen, Neil A. Doherty, Keith Weigelt, Edwin Mansfield (2012), Managerial Economics: Theory, Applications, and Cases	
2. Dornbusch, Rudiger, Fischer, Stanley, and Startz, Richard (2018) Macroeconomics, 13th Edition, McGraw Hill Education	
3. Mankiw, Gregory, N. (2020), Principles of Macroeconomics, 8th Edition, Cengage.	

25BA102	ORGANISATIONAL BEHAVIOUR	L	T	P	C
		3	0	0	3
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> Understand the basic concepts and functions of management and its application in organization. Use a basic knowledge of important theories relating to organizational behavior. Understand behavioural processes of individuals, groups and structure in organizations. Explore group dynamics and organizational dynamics. 					
UNIT I	FUNDAMENTALS OF OB	6			
Concept of Management, Nature of Management, What Managers Do – Managerial functions and roles, Levels of Management, Effective Management – Managerial skills and competencies, Characteristics of Quality Managers. Meaning of Organizational Behaviour, Contributing disciplines, Challenges and opportunities, Organizational Behaviour Models – Individual, Groups and Organizational.					
UNIT II	INDIVIDUAL DYNAMICS	10			
Concept of Human Behaviour: Nature of People, Value of Person (Ethical Treatment). Personality: Definitions, Different types of Personality, Determinants of Personality – Matching Personality and Jobs. Perception: Definition, Factors influence perception, Person perception: Attribution theory, Errors, Shortcuts used in judgment, Importance of perception in Industry. Communication – Symbols, Network, and Direction of Communication Flow, Barriers to Effective Communication, Interpersonal Communication; Interpersonal Conflicts & Negotiations.					
UNIT III	ATTITUDE AND LEARNING	10			
Attitude: Meaning, Characteristics and components of Attitude, Attitude and Behavior, Attitude Formation–Attitude, Job Satisfaction. Learning: Meaning, Characteristics, and Process of learning. Theories of Learning: Classical Conditioning, Operant Conditioning. Learning and Organizational Behaviour Modification. Motivation: Nature of Motivation, Process of Motivation, Traditional & Contemporary theories on Motivation; Motivation application in Organization setup.					
UNIT IV	GROUP DYNAMICS	9			
Understanding the group behaviour, Types of Groups: Formal Group, Informal Group; Stages of group development. Group dynamics and Group cohesiveness. Group decision-making. Team: Types of Team, Team Building and Managing Effective Team, Team structure.					
UNIT V	ORGANIZATIONAL DYNAMICS	10			
Organization Structure, Forms of Organization Structure; Organizational Climate, Organizational Culture: meaning, how employees learn organizational culture. Organizational Change: Concept, resistance to change, managing resistance to change. Leadership – Theories, Styles. Managing Stress: concept, causes of stress and coping strategies. Insights from Indian ethos.					
CONTEMPORARY ISSUES					
Guest Lecture from Industry experts on contemporary issues and recent trends in organizational behavior.					
TOTAL:45 PERIODS					

COURSE OUTCOMES**Upon completion of the course, the students will be able to:**

- CO1: Identify the different levels of analysis in organisational behaviour.
- CO2: Analyse the factors contributing to individual behavior in the organization.
- CO3: Apply the concepts of attitude and learning of individuals to solve problems in organisations.
- CO4: Analyse the different factors contributing to effectiveness of groups and teams.
- CO5: Examine the suitability of organizational structure, organizational culture and leadership for an organization.

TEXT BOOKS

1. L.M. Prasad (2020), *Principles and Practice of Management*, 20th Edition, Sultan Chand & Sons, New Delhi.
2. Timothy A. Judge, Stephen P. Robbins (2017), *Organizational Behaviour*, 17th Edition, Pearson Education Limited, Upper Saddle River

REFERENCES

1. Harold Koontz, Heinz Wehrich, Mark V. Cannice (2020), *Essentials of Management - An International, Innovation and Leadership Perspective*, 11th Edition.
2. Udai Pareek and Sushama Khanna (2018), *Understanding Organizational Behaviour* (4th Edition), Oxford Publishing.
3. Stephen P. Robbins (2018), *Organizational Behaviour* (18th Edition)

25BA103	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> • Familiarize students with the world of marketing. • Give insights into how the various elements of marketing associate and interact with each other to create Value for the Customers. • Create and implement effective marketing strategies through the application of core marketing concepts, tools, and analytical skills. • Provide students with an understanding of marketing opportunities and competitive challenges associated with the digital trend. 					
UNIT I	UNDERSTANDING MARKETING WORLD				9
Defining Marketing for the New Realities – The Scope of Marketing – Core Marketing Concepts – Marketing Environment; Selling Vs Marketing; Company Orientation toward the Marketplace; Marketing Mix. Understanding Consumer Behaviour, Consumer Buying Decision Process, Types of Consumer Buying Behaviour, Introduction and Classification of Services – Growth of Service Sector – Service Delivery Gaps.					
UNIT II	SEGMENTATION, TARGETING AND POSITIONING MODEL				9
Segmentation – Bases for Segmenting Consumer Markets – Geographic Segmentation – Demographic Segmentation – Psychographic Segmentation – Behavioral Segmentation – Market Targeting; Effective Segmentation Criteria – Evaluating and Selecting the Market Segments – Positioning. Setting Product Strategy – Product Classification, Product Levels, Product Line and Mix Concept, Product Life Cycle and New Product Development – Introducing New Market Offerings – Building Loyalty – Brand Communities – Win-Backs – Cultivating Customer Relationships – Customer Relationship Management.					
UNIT III	PRICING, VALUE CHAIN AND CUSTOMER VALUE				9
Developing Pricing Strategies and Programs – Understanding the Value Chain and its Relevance to Marketing – Managing Customer Value; The Value Delivery Process – The Value Chain – Building Customer Value, Satisfaction, and Loyalty – Measuring Customer Life Time Value and Retaining Customers.					
UNIT IV	DISTRIBUTION AND PROMOTION				9
Designing and Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics. Designing and Managing Integrated Marketing Communications – Managing Mass Communications: Advertising, Sales Promotions, Events and Experiences and Public Relations.					
UNIT V	DIGITALMARKETING				9
E-Commerce - Managing Digital Communications: Online-Social Media – Mobile; Managing Personal Communications: Direct – Database Marketing – Personal Selling. Online Marketing - Advantages and Disadvantages - Online Marketing Communication Options- SocialMediaMarketing–E-WordofMouth–FormsandCreating;Mobileand App Based					

CONTEMPORARY TOPICS	
Case Analysis; Guest Lectures; Contemporary Issues and Challenges of Marketing in Digital Era.	
TOTAL:45 PERIODS	
COURSE OUTCOMES	
Upon completion of the course, the students will be able to:	
<p>CO1: Understand key marketing concepts, principles, and frameworks.</p> <p>CO2: Design and implement effective marketing strategies, including segmentation, targeting, and Positioning (STP).</p> <p>CO3: Analyze pricing strategies, value chain concepts, and customer relationship approaches to enhance customer value and loyalty.</p> <p>CO4: Develop the ability to evaluate and design Pricing strategies.</p> <p>CO5: Design suitable distribution channels and promotional strategies.</p>	
TEXT BOOKS	
<ol style="list-style-type: none"> 1. Kotler,P.,Keller,K.L.,Chernev.A.,Sheth.J.N.,Shainesh.G.,(2022),Marketing Management, 16th Edition. 2. Hair,J.F.,Lamb,C.W.,McDaniel,C.(2018),MKTG,UnitedStates: Cengage Learning. 	
REFERENCES	
<ol style="list-style-type: none"> 1. Hartley,S.W.,Kerin,R.A.(2021),Marketing,15thEdition,UnitedStates:McGraw- Hill Education. 2. Harris,L.C.,He,H.,Armstrong,G.,Piercy,N.,Kotler,P.T.(2019),Principlesof Marketing, 8thEdition,UnitedKingdom:Pearson Education. 	

25BA104	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> • Provide students with comprehensive knowledge and understanding of Human Resource Management by exploring the contemporary HR environment and current trends in the field. • Equip students with both conceptual and practical understanding of key HR functions, including recruitment and selection, job design and analysis, training and development, and performance appraisal. • Develop students' knowledge of essential HR areas such as employee compensation, industrial relations, workplace safety, and health management. • Facilitate deeper insights into the evolving role of HR managers and their strategic importance in managing people within dynamic and changing business environments. 					
UNIT I	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT				6
Overview, Meaning and Definitions of HRM, Nature, Scope and Objectives of HRM, Evolution of HRM, Functions of HRM, Roles and responsibility of HR Manager, Important current trends in HR.					
UNIT II	HR PLANNING, RECRUITMENT AND SELECTION				9
Meaning, Objectives, Importance and Significance of HR Planning, Processes of HR Planning. Job Analysis – Job description and job specification. Recruitment – Purposes, Process and Sources of Recruitment. Selection – Importance and processes of selection, Types and uses of Tests in selection, Interview – Types and Methods of Selection Interview. Importance and Process of employee Induction/Orientation.					
UNIT III	TRAINING AND DEVELOPMENT				9
Overview of Human Resource Development and Training and Development: Meaning, Objectives and Importance of training, Methods of Training, Assessment of training needs, Process of training. Purposes, Bases and types of Promotion, Transfer, Demotion and Separation.					
UNIT IV	PERFORMANCE MANAGEMENT SYSTEM AND COMPENSATION MANAGEMENT				12
Overview of performance management system: The Applications of Performance Management, Managing Organizational Performance. Performance Appraisal – Meaning, Objectives and uses of performance appraisal, Different methods of appraising employee performance. Career Management: Career succession planning and development. Overview of Compensation Management: Meaning and Definition of compensation, wage. Factors/Criteria in determining pay rates/Wage and Salary. Mechanism and Methods of Wage and Salary determination in India. Competency-Based Pay, Money and Motivation: An Introduction. Insurance Benefits, Retirement Benefits, Personal Services and Family-Friendly Benefits, Flexible Benefits Programs.					
UNIT V	INDUSTRIAL RELATIONS				9
Concept of Industrial Relations: Meaning, Importance, Objectives and main aspects of industrial relations. Causes of poor IR and Developing of sound IR. Theoretical Perspectives on Industrial Relations. Parties to Industrial relations – Nature of Trade Unions – Problems of Trade Union – Measures to Strengthen Trade Union. Industrial Dispute: Meaning of ID, Different forms and types of industrial dispute, Causes for Industrial Disputes, Procedures for settlement of Industrial Disputes.					

CONTEMPORARY TOPICS	
Guest Lecture from Industry	
	TOTAL: 45 PERIODS
COURSE OUTCOMES	
Upon completion of the course, the students will be able to:	
CO1: Identify the key functions of HRM and HR Planning processes and learn how to manage HR in the organization.	
CO2: Analyse the sources for attracting, recruiting and selecting the right talent.	
CO3: Assess the training needs and organize the training and development programs.	
CO4: Evaluate the different performance management systems, and appreciate the best practices in appraising the employee performance.	
CO5: Analyse the dynamics of industrial relations and develop the ability to settle industrial disputes at the workplace.	
TEXT BOOKS	
1. Gary Dessler, Biju Varkkey, (2020), Human Resource Management, 15th edition, Pearson Education.	
REFERENCES	
1. S.S.Khanka(2019), Human Resource Management, S.Chand&CompanyLtd.,New De	
2. C.B.Mamoria&V.S.P.Rao(2018),PersonnelManagement(TextandCases),Himalaya Houses Pvt. Ltd., Mumbai.	
3. AswathappaK(2021),HumanResourceManagement:TextandCases,TataMcGraw-Hil	

25BA105	ACCOUNTING FOR FINANCIAL DECISIONS	L	T	P	C
		3	0	2	4
OBJECTIVES					
<p>The course will enable the learners to:</p> <ul style="list-style-type: none"> To provide students with the knowledge of prepare, analyze and interpret financial statements. To provide students with the process of Depreciation and Inventory valuation. To provide students with the knowledge of cost concepts for preparing the cost statement and break-even analysis. To provide students with the knowledge of preparing budgets and analyze the cost variances. 					
UNIT I	FINANCIAL STATEMENTS & ANALYSIS				9
Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements, Income Statement, Balance Sheet, Cash Flow Statement, Sources of financial information. Tools and techniques of financial statement analysis, Ratio Analysis, Comparative Statement, Common Size Statement, Du-Pont Analysis, Concepts of Industrial sickness & financial distress.					
UNIT II	DEPRECIATION AND INVENTORY VALUATION				9
Depreciation – causes – importance – methods of depreciation: Straight Line Method, Diminishing Balance Method, Sum of Years' Digits Method, Units of Production Method. Inventory valuation – meaning – objectives – inventory valuation techniques: FIFO, LIFO, simple average and weighted average methods.					
UNIT III	COST ACCOUNTING				9
Basic Concepts of Cost Accounting, Objectives, importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Preparation of Cost Sheet. Marginal Costing – Meaning, Fixed Cost, Variable Cost, Applications, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Graphical Chart, Margin of Safety, Angle of incidence.					
UNIT IV	BUDGETARY CONTROL AND VARIANCE ANALYSIS				9
Budget and Budgeting – Meaning, Importance, Advantages and Disadvantages, Types of Budgets; Budgets and Budgetary Control. Variance Analysis – Material Variance – Cost Variance – Labour Variance.					
UNIT V	DIGITAL ACCOUNTING PRACTICES				9
Digital techniques for accounting – Automation, Data analytics, Cloud technology, Block chain and cyber security.					
LAB COMPONENTS PERIODS					30
Lab 1: Introduction to Tableau - Application for Business Insights					
Lab 2: Integrating Balancesheet Data - All Sectors					
Lab 3: Creating Interactive Dashboard for financial insights					
Lab 4: Integration of Depreciation dataset					
Lab 5: Creating Interactive Dashboard for Depreciation Schedules					
Lab 6: Zoho Books - Application for Inventory system					
Lab 7: Power BI - Preparing Cost Sheet					
Lab 8: Power BI - Marginal Costing - Whatif Scenario Analysis					
Lab 9: Power BI - Budget Analysis and Visualization					
Lab 10: AI tools for Accounting					

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

- CO1: Prepare and analyze financial statements, including income statements, balance sheets, and cash flow statements, and interpret their results for decision-making purposes.
- CO2: Apply various methods of depreciation (e.g., straight-line, reducing balance) and inventory valuation techniques (e.g., FIFO, LIFO, weighted average) in accordance with accounting standards.
- CO3: Prepare cost statements and perform break-even analysis to determine cost behavior, profitability, and business efficiency.
- CO4: Develop different types of budgets (e.g., cash budget, flexible budget) and analyze cost variances to assess deviations and improve cost control.
- CO5: Use digital accounting practices and techniques.

TEXT BOOKS

1. N.P.Srinivasan & M.Sakthivel Murugan, "Accounting for Management" 5th Edition, 2019, S. Chand & Company Ltd., New Delhi.
2. Maheshwari SN, Maheshwari Suneel K, Maheshwari Sharad K (CA), "Principles of Management Accounting", 2021, Sultan Chand & Sons.
3. Tulsian P.C, 2018, Financial Accounting, 1/e, Pearson Education
4. M.Y.Khan & P.K.Jain, 2019, Management Accounting, Tata McGraw Hill, 8th edition.
5. Catherine Stenzel and Joe Stenzel, 2019, From Cost to Performance Management, John Wiley & Sons.

REFERENCE BOOKS

1. Larry M. Walther, 2020, Financial Accounting, CreateSpace Independent Publishing Platform, Luxemburg
2. M.C.Shukla, T.S.Grewal and S.C.Gupta, 2019, Advanced Accounting, S.Chand & Co., New Delhi
3. N.M.Singhvi, Ruzbeh J.Bodhanwala, 2018, Management Accounting – Text and cases, 3rd edition PHI Learning.
4. Ashish K. Battacharya, 2019, Introduction to Financial Statement Analysis, Elsevier

25BA106	INFORMATION SYSTEMS MANAGEMENT	L	T	P	C
		3	0	2	4
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> To understand the fundamental concepts of information systems, organizational structures, and business processes. To explore different types of information systems and their role in business integration and decision-making. To study the architecture, design, development, and evaluation of information systems. To introduce enterprise technologies and system development approaches including ERP, SCM, CRM, and SAD. 					
UNIT1	BASIC CONCEPTS OF INFORMATION SYSTEM				9
Role of data and information, Organization structures, Business Process, Systems Approach and introduction to Information Systems.					
UNIT2	TYPES OF IS				9
Resources and components of Information System, integration and automation of business functions and developing business models. Role and advantages of Transaction Processing System, Management Information System, Expert Systems and Artificial Intelligence, Executive Support Systems and Strategic Information Systems.					
UNIT3	ARCHITECTURE & DESIGN OF IS				9
Architecture & Design of IS Architecture, development and maintenance of Information Systems, Centralized and Decentralized Information Systems, Factors of success and failure, value and risk of IS.					
UNIT4	DECISION MAKING PROCESS				9
Decision Making Process – Programmed and Non-Programmed decisions, Decision Support Systems, Models and approaches to DSS.					
UNIT5	ERP & SAD				9
Introduction to Enterprise Management technologies, Business Process Reengineering, Total Quality Management and Enterprise Management System viz. ERP, SCM, CRM and E-commerce.					
Introduction to SAD – System Analysis and Design. Models and Approaches of Systems Development.					
LAB COMPONENT					
30 PERIODS					
<ol style="list-style-type: none"> Introduction to MS Excel for Data Analysis <ul style="list-style-type: none"> Exercise: Perform basic data entry, data filtering, sorting, and use of formulas for financial and operational data analysis. Objective: Understand data management, basic analytics, and reporting. Creating Dashboards and Visual Reports (MS Excel / Tableau / Power BI) <ul style="list-style-type: none"> Exercise: Design dynamic dashboards to visualize sales, expenses, or operational KPIs using pivot tables, charts, and visualization tools. Objective: Learn to present insights from data in a user-friendly manner. Enterprise Resource Planning (ERP) with SAP or Tally ERP <ul style="list-style-type: none"> Exercise: Demonstrate basic ERP functionalities such as financial transactions, inventory management, and sales processes. 					

- Objective: Learn how integrated systems help manage business operations efficiently.
4. **Decision Support System (DSS) with MS Excel Solver**
 - Exercise: Solve optimization problems (e.g., resource allocation, production planning) using Excel's Solver tool.
 - Objective: Learn how decision-making processes are supported using data and tools.
 5. **Web-Based Information Systems using Google Workspace (Forms, Sheets, Sites)**
 - Exercise: Create a basic information system using Google Forms for data collection, Sheets for data analysis, and Sites for reporting.
 - Objective: Demonstrate how cloud-based tools can integrate for basic MIS.
 6. **Data Analysis and Visualization with Power BI or Tableau**
 - Exercise: Import and analyze large datasets to create interactive reports and charts.

Objective: Apply data visualization tools to make data-driven decisions.

TOTAL:75 PERIODS

COURSEOUTCOMES

Upon completion of the course, the students will be able to:

CO1: Understand the concepts of information systems.

CO2: Identify and differentiate types of IS (Transaction Processing Systems, MIS, DSS, Expert Systems, and Strategic IS) and explain their roles in decision-making and business automation.

CO3: Examine the architecture, development, and maintenance of centralized and decentralized Information Systems, and assess factors contributing to their success or failure.

CO4: Analyze decision-making processes for programmed and non-programmed decisions and demonstrate the use of Decision Support Systems (DSS) for business problem-solving.

CO5: Describe enterprise management concepts, including ERP, SCM, CRM, and e-Commerce, and evaluate their role in improving business processes.

TEXT BOOKS

1. Management Information Systems, Effy Oz, Thomson Learning / Vikas Publications.
2. Management Information Systems, James A. O'Brien, Tata McGraw-Hill.

REFERENCE BOOKS

1. Laudon, K.C. & Laudon, J.P. (2022), *Management Information Systems: Managing the Digital Firm*, 17th Edition, Pearson.
2. Turban, E., Pollard, C., & Wood, G. (2018), *Information Technology for Management: On-Demand Strategies for Performance, Growth, and Sustainability*, Wiley.

25BA107	BUSINESS STATISTICS WITH R PROGRAMMING	L	T	P	C
		3	0	2	4
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> To introduce fundamental statistical concepts relevant to managerial decision-making. To familiarize students with data collection, presentation, and interpretation techniques. To enable students to apply descriptive statistics for summarizing business data. To provide a basic understanding of correlation, regression, and probability in business contexts. 					
UNIT I	INTRODUCTION TO STATISTICS AND DATA TYPES				9
Meaning and Scope of Statistics in Business-Importance in Managerial Decision-Making-Types of Statistics: Descriptive vs. Inferential-Types of Data: Qualitative vs. Quantitative-Scales of Measurement: Nominal, Ordinal, Interval, Ratio.					
UNIT II	DATA COLLECTION, CLASSIFICATION & PRESENTATION				9
Sources of Data: Primary & Secondary-Methods of Data Collection: Survey, Observation, Interviews-Classification and Tabulation of Data-Diagrammatic and Graphical Presentation: Bar Chart, Pie Chart, Line Graph, Histogram, Ogive (Concept Only)-Frequency Distribution (Simple understanding only)					
UNIT III	MEASURES OF CENTRAL TENDENCY AND DISPERSION				9
Meaning and Purpose of Central Tendency-Mean, Median, Mode – Concept, Merits and Demerits-Dispersion: Meaning and Significance-Range, Quartile Deviation, Mean Deviation, Standard Deviation (Only Interpretation)-Coefficient of Variation – Business Applications.					
UNIT IV	CORRELATION AND REGRESSION ANALYSIS				9
Concept and Uses of Correlation in Business-Types: Positive, Negative, and Zero Correlation-Simple Introduction to Karl Pearson's and Spearman's Correlation (No Problems)-Regression – Concept of Line of Best Fit-Simple Interpretation of Regression in Business.					
UNIT V	CORRELATION AND REGRESSION ANALYSIS				9
Basic Concepts of Probability-Simple Events and Sample Space (Concept only)-Business Applications of Probability (e.g., decision trees, risk)-Index Numbers: Meaning, Types – CPI, WPI-Time Series: Trend Analysis and Business Applications.					
LAB COMPONENTS				PERIODS 30	
Lab Experiment 1: Download and install R-Programming environment and install basic packages using <code>install.packages()</code> command in R.					
Lab Experiment 2: Learn all the basics of R-Programming (Data types, Variables, Operators etc.)					
Lab Experiment 3: Implement R-Loops with different examples.					
Lab Experiment 4: Learn the basics of functions in R and implement with examples.					
Lab Experiment 5: Implement different String Manipulation functions in R.					
Lab Experiment 6: Create a data set and do statistical analysis on the data using R					
Lab Experiment 7: Create pie charts and bar charts using R.					
TOTAL:75 PERIODS					

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Understand basic statistical concepts and their role in business decisions.

CO2: Collect, classify, and present business data using simple tools.

CO3: Apply measures of central tendency and dispersion to analyze data.

CO4: Interpret correlation and regression outputs for managerial use.

CO5: Recognize the relevance of probability and index numbers in decision-making.

Text books:

- 1) Levin, R. I., & Rubin, D. S. (2017). *Statistics for management* (7th ed.). Pearson Education.
- 2) Gupta, S. P. (2020). *Statistical methods* (45th ed.). Sultan Chand & Sons.
- 3) Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2020). *Statistics for business and economics* (14th ed.). Cengage Learning.
- 4) Sharma, J. K. (2021). *Business statistics* (5th ed.). Vikas Publishing House.
- 5) Berenson, M. L., Levine, D. M., & Szabat, K. A. (2021). *Basic business statistics: Concepts and applications* (14th ed.). Pearson.

Reference Books:

- 1) Gupta, C. B., & Gupta, V. (2021). *An introduction to statistical methods* (24th ed.). Vikas Publishing House.
- 2) Black, K. (2019). *Business statistics: For contemporary decision-making* (10th ed.). Wiley India.
- 3) Tulsian, P. C., & Vishal, P. (2019). *Quantitative techniques: Theory and problems*. Pearson Education.
- 4) Aczel, A. D., & Sounderpandian, J. (2018). *Complete business statistics* (7th ed.). McGraw Hill Education.
- 5) Nagar, A. L., & Das, R. K. (2022). *Basic statistics* (2nd ed.). Oxford University Press.

		L	T	P	C
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25BA111	IT TOOLS FOR PERSONAL AND OFFICE PRODUCTIVITY	0	0	2	1
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> • To understand the basic features and functionalities of MS Word, PowerPoint, and Excel. • To develop skills in creating and formatting documents, presentations, and spreadsheets. • To learn the principles of writing professional and personal emails with proper etiquette. • To gain introductory knowledge of Artificial Intelligence, its types, and applications. 					
UNIT I	PERSONAL PRODUCTIVITY SOFTWARE :MSWORD				2
MS Office: Basic Concepts – Features – Equation Editor. MS Word: Introduction to Word – Formatting Documents – Inserting MS Objects.					
UNIT II	MS POWER POINT				2
MS PowerPoint: Basic Concepts – Creating/Saving/Closing Presentation – Formatting – Inserting Clipart – Transition Effects – Animation Effects.					
UNIT III	WORKINGWITH MS-EXCEL				2
Excel: Create Worksheets – Apply Custom Data Formats and Layouts – Creating Tables – Perform Operations with Formulas and Functions – Create Charts and Objects – Create Advanced Formulas.					
UNIT IV	EMAIL ETIQUETTES				2
Writing professional Emails – Writing Personal Mails – Etiquettes.					
UNIT V	INTRODUCTIONAI				2
Introduction – Types of AI – ANI, AGI, ASI – Narrow, General, Super AI, Examples – AI Problems – Applications of AI in various industries.					
TOTAL: 10 PERIODS					
COURSEOUTCOMES					
Upon completion of the course, the students will be able to:					
CO1: Demonstrate proficiency in creating and formatting professional documents using MS Word, including the integration of objects and the use of advanced features like the Equation Editor.					
CO2: Design and deliver impactful presentations using MS PowerPoint by applying advanced formatting, transitions, animations, and multimedia elements.					
CO3: Apply advanced MS Excel functionalities, including custom formatting, formula creation, and charting, to solve data-driven problems and streamline workflows.					
CO4: Develop and apply professional and personal email-writing skills with proper etiquette, ensuring clarity, courtesy, and effectiveness in communication.					
CO5: Explain the fundamental concepts, types, and applications of Artificial Intelligence (AI) across industries, while analyzing key challenges in the field.					
TEXT BOOKS					
<ol style="list-style-type: none"> 1. <i>Microsoft Office Step by Step (Office 2021 and Microsoft 365)</i>, Joan Lambert & Curtis Frye, Heuristics for Software Engineering, 2022. 2. Vishnu P. Singh, <i>MS Office 2013 (Revised Edition)</i>. 					
REFERENCE BOOKS					
<ol style="list-style-type: none"> 1. Paul McFedries, <i>Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365)</i>, 1st Edition. 2. Danny Rubin, <i>Wait, How Do I Write This Email?</i> 					

3. John Lewis, *Business Email Writing: 99+ Essential Message Templates – Unstoppable Communication Skills at Work*, 2023.
4. Liam Caton, *A Complete Guide to AI for Business*.

SEMESTER II

25BA201	OPERATIONS MANAGEMENT	L	T	P	C
		3	1	0	4
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> • Provide a broad introduction to the field of Operations Management. • Explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage • Providing insights on aggregate and capacity planning • Making the schedule and determine the time of an operation or project 					
UNIT I	INTRODUCTION TO OPERATIONS MANAGEMENT	12			
Definition of Production and Operations Management-Interrelationship with other functions - Products and Services-Value Analysis-Production & Operations Strategy for Competitive Advantage; Types of Production System.					
UNIT II	FACILITY LOCATION AND FACILITY LAYOUT	12			
Introduction, steps in location selection and factors affecting- selection of region, community and site selection, Factor rating method, Break-even Method, Load-distance Method, Practical Problems related to locational analysis. Facility Layout: Factors affecting facility layout, objectives of a good layout, types of layout -product, process, fixed position, cellular, combined layouts					
UNIT III	AGGREGATE PLANNING AND MAINTENANCE MANAGEMENT	12			
Aggregate Planning and S&OP, Material Requirements Planning (MRP) and ERP, Just-in Time. Maintenance: Objectives of Maintenance-Types of Maintenance-Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, TPM.					
UNIT IV	PLANNING THE STRATEGIC USE OF RESOURCES	12			
Sales Forecasting, Forecasting System, Qualitative Methods of Forecasting method, Quantitative method of Forecasting - Regression analysis, Time series, moving average, exponential smoothing.					
UNIT V	PROJECT MANAGEMENT	12			
Project Scheduling, Network Diagrams, Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project.					
CONTEMPORARY TOPICS					
Guest lecture by industry experts, Emerging trends in Operations					
TOTAL : 60 PERIODS					
COURSE OUTCOMES					
Upon completion of the course, the students will be able to:					
CO1: Implement strategic level decision of Operations Management to get competitive advantages.					
CO2: Identify and plan production and operations activities such as product and process design, facility location selection, layout.					
CO3: Formulate the maintenance strategy to reduce loss.					
CO4. Apply forecasting methods to plan for resources					
CO5. Make the schedule and determine the time of an operation or project.					

TEXT BOOKS

1. William J. Stevenson (2022), Operations Management by McGraw-Hill, 13th Edition,
2. Production and Operations Management by Panneerselvam R; Publisher: Prentice Hall of India.

REFERENCES

1. Operations Management by Norman Gaither and Greg Frazier (2017), Cengage, 9th Edition
2. Operations Management by Jay Heizer and Barry Render (2017), Pearson 12th Edition
3. Evans, James R | Anderson, David R | Sweeney, Dennis J | Williams, Thomas A, Applied production and operations management. by. Edition: 3rd ed
4. Jeffrey K. Like(2004), The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer (GENERAL FINANCE & INVESTING)

25BA202	FINANCIAL MANAGEMENT	L	T	P	C
		3	1	0	4
OBJECTIVES					
<p>The course will enable the learners to:</p> <ul style="list-style-type: none"> .Gain knowledge of principles and concepts used in financial decision making .Be able to find out the best course of action among several financial options .Learn to value different financial products .Gain the understanding to apply financial concepts and principles in overall management of an employee. 					
UNIT I	FINANCIAL MANAGEMENT - OVERVIEW				12
<p>Definition of Finance, decision areas of Finance, Finance within an organisation, Finance and related disciplines, Forms of Business organisations, Goals of Financial management, Stockholder-Manager conflicts; Stockholder-Debt holder conflicts, Balancing shareholder interests and the interests of society</p> <p>Time Value of Money: Future Values, Present Values, Interest rates, Computation of EMI, Annuity, Annuity Due, Perpetuity, Even and Uneven cash flows. Financial Assets: Bonds and their valuation, Risk and rates of return, Stocks and their valuation.</p>					
UNIT II	COST OF CAPITAL				12
<p>Cost of Capital: Sources of Finance, Cost of Capital- Meaning, importance; Measurement of Specific Costs-Cost of Debt-Cost of Equity, Cost of Preference Shares-Cost of Retained earnings; Computation of Overall Cost of Capital. -Weighted Average Cost of Capital, Marginal Cost of Capital.</p>					
UNIT III	CAPITAL BUDGETING				12
<p>Principles and Techniques Nature of Capital Budgeting - Data Requirement- identifying Relevant Cash Flows - Evaluation Techniques and Capital Budgeting Practices in India. Capital Budgeting-Additional Aspects Net Return Value - Internal Rate of Return - Profitability Index Methods-A Comparison - Project Selection Under Capital Rationing - and Inflation and Capital Budgeting, Analysis of Risk and Uncertainty in Capital Budgeting Description and Measurement of Risk; and Risk Evaluation Approaches.</p>					
UNIT IV	CAPITAL STRUCTURE AND LEVERAGE ANALYSIS				12
<p>Capital Structure: Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach. Capital structure and Firm valuation Leverages: Operating, Financial and combined leverages, In difference point, EBIT- EPS Analysis and Practical applications</p>					
UNIT V	WORKING CAPITAL MANAGEMENT				12
<p>Approaches, Types, Significance, Operating cycle, Estimation of working capital needs, Management of Inventories, Management of Cash (Various theoretical models), Management of Receivables and Marketing securities.</p>					
CONTEMPERORY ISSUES					
Guest Lecture from industry experts on Corporate finance related practices					
TOTAL: 60 PERIODS					

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Understand the foundational concepts of finance, including its role within an organization and its relation to other disciplines and to apply concept of the Time Value of Money (TVM)

CO2: Assess the cost of capital from various sources, including debt, equity, preference shares, and retained earnings, and compute the overall cost of capital for organizations.

CO3: Utilize capital budgeting techniques such as NPV, IRR, and profitability index to make informed investment decisions under conditions of risk, uncertainty, and inflation.

CO4: Analyze capital structure theories and their implications for firm valuation and decision-making, and explore leverage effects using EBIT-EPS analysis.

CO5: Develop effective working capital management strategies by estimating needs and managing inventories, cash, receivables, and marketable securities using theoretical model

TEXT BOOKS

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
3. Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2008.

REFERENCES

1. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.
2. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.
3. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.
4. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2002.
5. Kishore Ravi, M: Financial Management; Taxman, 2006.

25BA203	STRATEGIC MANAGEMENT			
	L	T	P	C
OBJECTIVES The course will enable the learners to: <ul style="list-style-type: none"> To understand the strategic management process and its relevance to organizational vision, mission, and goal setting. To analyze external industry environments using competitive tools like Porter's Five Forces and key success factors. To evaluate internal resources and capabilities through SWOT, value chain analysis, and competitive strategies. To learn the formulation, implementation, and control of strategies tailored to specific business contexts and ethical practices. 				
UNIT I	THE STRATEGIC MANAGEMENT PROCESS			12
Meaning and Nature of Strategic Management, Its importance and relevance - Characteristics of Strategic Management - The Strategic Management Process - Relationship between a Company Strategy and its Business Model. The Strategic Process - Strategy formulation: Developing Strategic vision and Mission for a company - Setting Objectives: Strategic Objectives and Financial Objectives - Balanced score card, Company Goals and Company Philosophy - The hierarchy of Strategic Intent: Merging the Strategic Vision Objectives and Strategy into a Strategic Plan.				
UNIT II	INDUSTRY AND COMPETITIVE ANALYSIS			12
Analyzing a company's External Environment-The Strategically relevant components of a company's external environment - The Methods of Industry and Competitive Analysis - Porter's dominant economic features: Competitive Environment Analysis & Porter's five force model - Industry driving forces-key success factors, concept and implementation.				
UNIT III	EVALUATING COMPANY RESOURCES & COMPETITIVE CAPABILITIES			12
Analyzing a company's resources and competitive position - Analysis of the company's present strategies - SWOT Analysis, Value chain Analysis & Bench marking. Strategy & Competitive Analysis - Generic Competitive Strategies: Low cost, Differentiation, Best cost , Focused Strategies - Strategic alliances, Collaborative partnerships , Mergers and acquisition,-Joint Ventures Strategies, Outsourcing Strategies, International Business level strategies.				
UNIT IV	MATCHING STRATEGY TO COMPANY'S SITUATION			12
Formulating long term and Grand Strategies - Tailoring Strategy to fit specific Industry and company situation - Long term objectives for Grand Strategies- Innovation, Integration and diversification: Conglomerate Diversification, Retrenchment, Restructuring and turnaround -GE nine cell planning grid and BCG Matrix.				
UNIT V	IMPLEMENTATION AND CONTROL			12
Strategy Implementation: Operationalizing strategy, Annual Objectives - Developing Functional strategies, Developing and communicating concise policies. - Institutionalizing the strategy: Structure, Leadership and Culture. - Ethical Process and corporate social responsibility. Strategic control guiding and evaluating strategies - Establishing Strategic controls, Operational Control Systems - Monitoring performance and evaluating deviations - Challenges of strategy Implementation.				
CASES IN STRATEGIC MANAGEMENT				
Strategy in single Business Companies - Strategy in Diversified Companies -Mergers & Acquisitions as Business Strategy - Implementing and Executing Strategy.				
TOTAL 60 PERIODS				

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Understand the strategic management process and formulate a company's vision, mission, and objectives.

CO2: Analyze external environments using tools like Porter's Five Forces to assess competition and key success factors.

CO3: Evaluate internal resources using SWOT, value chain analysis, and benchmarking to develop competitive strategies.

CO4: Align strategies with industry conditions using tools like the BCG matrix for diversification and turnaround.

CO5: Implement and monitor strategies through functional policies, leadership, and control systems.

TEXT BOOKS

1. Roy Dilip, 'Strategic Management', Gyan Publishing House, New Delhi, 1997.
2. Prasad R, 'Strategic Management Concepts and Cases' Published by ICFAI, Nagarjuna Hill, Hyderabad, India, 1st Edn., 2003.
3. Cherunilam Francis, 'Strategic Management', Himalaya Publishing House, Mumbai.

REFERENCES

1. Thompson Arthur & Jr. A.J. Strickland III, 'Strategic Management Concepts and Cases' 10th Edn., Irwin McGraw-Hill, 1998.
2. L Thompson John, 'Strategic Management Awareness and Change', 3rd Edn., 1997.
3. R. David Fred, 'Concepts of Strategic Management', 6th Edn., United States of America 1997

25BA204	BUSINESS RESEARCH METHODS	L	T	P	C
		3	1	0	4
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> • To understand the fundamentals of scientific enquiry, research constructs, and the structured research process. • To learn various research designs based on application, methodology, and area of research. • To apply appropriate sampling and experimental techniques for effective research planning and execution. • To develop skills in hypothesis testing, statistical analysis, and interpretation of research data using parametric and non-parametric techniques. 					
UNIT I	PROBLEM DEFINITION				12
Nature and purpose of scientific enquiry; Parameters of research; Definition of construct and variables; Introduction to Research; Research Process; Steps in Research Process					
UNIT II	RESEARCH DESIGN				12
Concepts and type of research design, Design of research on the basis of application pure and applied. Design of research on the basis of Techniques/Methodology-Exploratory and Descriptive. Descriptive Research-Qualitative and Quantitative. Quantitative-Field Studies, Field experiments and laboratory experiments					
UNIT III	DESIGN OF RESEARCH ON THE BASIS OF AREA OF RESEARCH				12
Research design-Basic Principles- Need of research design -- Features of good design-Important concepts relating to research design-Observation and Facts, Laws and Theories, Prediction and explanation, Induction, Deduction, Development of Models. Developing a research plan - Exploration, Description, Diagnosis, and Experimentation. Determining experimental and sample designs.					
UNIT IV	STATISTICAL HYPOTHESES AND TEST OF SIGNIFICANCE				12
Procedure for testing of hypothesis. Determining levels of significance. Type I and Type II errors ANOVA: One Way, Two Way, Three Way, Four Way, Five Way. Chi square test and its application. Students 't' distribution; Non-parametric statistical technique (Chi-Square Test, Binomial Test, Runs Test, One-Sample Kolmogorov-Smirnov Test) Parametric statistical tests, Correlation and Regression Analysis					
UNIT V	TABULATION AND ANALYSIS OF DATA				12
Selection of appropriate statistical techniques; Interpretation: Statistical data analysis. Advance techniques in analyzing associative data.					
CASE ANALYSIS					
Identification, analysis and development of case. Report Writing. Application of Statistical Software in Research Using SPSS.					
TOTAL: 60 PERIODS					

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Understanding of Business Research Fundamentals

CO2: Knowledge of Research Design and Methodology

CO3: Competence in Data Collection Methods

CO4: Ability to Analyze and Interpret Data.

CO5: Application of Business Research in Decision Making.

TEXT BOOKS

1. Srivastava, Shenoy and Sharma, (2001): Quantitative Techniques for Managerial Decision: New Delhi.

2. Hair, (2000): Marketing Research: Tata McGraw Hill, New Delhi.

3. Cooper: Business Research Methods: Tata McGraw Hill, New Delhi.

4. Kothari, C. R.: Research Methodology

5. Paneersalvam, R: Research Methodology

6. Marketing Research-an applied orientation : Naresh K Malhotra (4th edition).

REFERENCE BOOKS

1. David A. Aaker, (2000): Marketing Research: John Wiley and Sons, USA.

2. Luck and Rubin, (2001): Marketing Research: Prentice Hall of India, New Delhi.

3. Tull and Hawkins, (2001): Marketing Research Management and Method: 6th Ed., Prentice Hall of India, New Delhi.

4. Marketing Research: Text and Cases : Boyd, Westfall & Stasch (7th edition).

25BA205	OPERATIONS RESEARCH	L	T	P	C
		3	0	2	4
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> To understand the principles, methodology, and applications of Operations Research in decision-making and optimization. To develop linear programming models and apply graphical and simplex methods for solving optimization problems. To solve problems related to decision theory, transportation, assignment, sequencing, and game theory. To apply project management techniques like CPM and PERT for effective project planning, scheduling, and control. 					
UNIT I	DEVELOPMENT OF OR & LINEAR PROGRAMMING				9
Origin & development of OR, Different phases of OR study, Methodology of OR, Scope and limitations of OR, OR in decision making, Applications of OR. Linear programming: Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization), Simplex method.					
UNIT II	DECISION THEORY				9
Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines. (Theory and Problems)					
UNIT III	TRANSPORTATION PROBLEMS				9
Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems).					
UNIT IV	GAME THEORY				9
Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. (Theory and Problems)					
UNIT V	PROJECT MANAGEMENT				9
Introduction, Construction of networks, Structure of projects, phases of project management- planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning (Theory only) Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; (Theory and Problems)					

1. **Linear Programming (LP) and Optimization**
 - **Objective:** Solve real-world business problems like resource allocation, production scheduling, and supply chain optimization.
 - **Exercise:** Formulate and solve an LP problem using the Simplex method for maximizing profits or minimizing costs.
 - **Tool:** Excel Solver, Python (with PuLP or SciPy), MATLAB.
2. **Transportation and Assignment Problems**
 - **Objective:** Optimize logistics, such as minimizing transportation costs or assigning tasks to minimize effort.
 - **Exercise:** Solve a transportation problem for a company distributing products across multiple warehouses and retail outlets.
 - **Tool:** Python (Google OR-Tools), Excel Solver.
3. **Network Analysis**
 - **Objective:** Analyze shortest paths, maximum flow, and minimum spanning trees in logistics and project management.
 - **Exercise:** Model a supply chain network and find the shortest path or the bottleneck using maximum flow analysis.
 - **Tool:** Gephi, Python (NetworkX), MATLAB.
4. **Decision Theory and Game Theory**
 - **Objective:** Make decisions under uncertainty or competitive conditions.
 - **Exercise:** Analyze a business scenario using decision trees and solve a two-player game theory problem (e.g., Nash equilibrium).
 - **Tool:** Python, R, or specialized software like Gambit.
5. **Simulation Modeling**
 - **Objective:** Model and simulate business processes to analyze performance under uncertainty.
 - **Exercise:** Simulate a queuing system (e.g., customer service at a bank) and measure key metrics like average waiting time.
 - Python (SimPy).
6. **Integer and Non-linear Programming**
 - **Objective:** Solve advanced optimization problems like workforce scheduling or capital budgeting.
 - **Exercise:** Formulate and solve an integer programming problem for staff scheduling.
 - **Tool:** Python (Pyomo), MATLAB, Gurobi.
7. **Project Management**
 - **Objective:** Optimize project schedules using PERT/CPM.
 - **Exercise:** Create a project network diagram, calculate critical paths, and analyze project risks.
 - **Tool:** MS Project, Primavera, Python.

TOTAL: 75 PERIODS

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Understand the origins, phases, scope, and applications of OR, and solve linear programming problems using graphical and simplex methods.

CO2: Apply decision-making techniques under uncertainty and risk, and solve job sequencing problems for various machine-job combinations.

CO3: Formulate and solve transportation problems using various methods addressing issues like unbalanced and degenerate cases.

CO4: Solve pure and mixed strategy problems in game theory using dominance and graphical methods, and optimize assignment problems using the Hungarian method.

CO5: Construct and analyze project networks using CPM and PERT to determine completion time, floats, and project probabilities.

TEXT BOOKS

1. Ravindran, A., Phillips, D. T., & Solberg, J. J. (2007). Operations research- principles and practice (2nd ed.). New Delhi: Wiley India (Indian print).
2. Swarup Kanti, Gupta PK (Dr), Mohan Man (2022), Operations Research, Introduction to Management Science, Sultan Chand & Sons
3. Taha, H. A. (2017). Operations research-an introduction (10th ed.). New Delhi: Pearson Prentice Hall (Indian print).

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1. Hillier, F.S., Lieberman, G. J., Nag, B., & Basu, P. (2017). Introduction to operations research- concepts and cases (10th ed.). New Delhi: Tata McGraw Hill (Indian print).
2. Hadley, G. (2002). Linear programming. New Delhi: Narosa Publishing House.
Department of Operational Research, University of Delhi

25BA206	ENTREPRENEURSHIP AND DESIGN THINKING	L	T	P	C
		3	0	2	4
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> To understand the fundamentals of entrepreneurship, types of entrepreneurs, and the socio-economic factors influencing entrepreneurial growth. To explore entrepreneurial motivation, competencies, and the institutional support system for small-scale enterprises and project formulation. To examine corporate entrepreneurship, women entrepreneurship, and entrepreneurial opportunities in various sectors including rural and informal economies. To apply design thinking and innovation management principles in addressing business challenges and fostering entrepreneurial creativity. 					
UNIT I	ENTREPRENEURSHIP				9
Definition, Role and expectations-Entrepreneurial styles and types-Characteristics of the Entrepreneur-Functions of an Entrepreneur-Promotion of Entrepreneurship-Role of Socio-Cultural, Economic and Political Environment-Growth of Entrepreneurship in Pre and Post-independence era-Constraints for the Growth of Entrepreneurial Culture.					
UNIT II	ENTREPRENEURIAL MOTIVATION THEORIES				9
Entrepreneurial Competencies-Developing Competencies-Role of Entrepreneur. Development Programs-Assistance Programme for Small Scale Units-Institutional Framework-Role of SSI Sector in the Economy-SSI Units-Failure, Causes and Preventive Measures-Turnaround Strategies. Preparation of Feasibility Report-Financial and Technical Evaluation-Project Formulation – Common Errors in Project Formulation-Specimen Project Report-Ownership Structures – Proprietorship, Partnership, Company, Cooperative, Franchise					
UNIT III	CORPORATE ENTREPRENEURSHIP & WOMEN ENTREPRENEURSHIP				9
Concepts-Need-Strategies - Corporate Practices-Select Cases-Dynamics of Competition-Plans for Survival and Growth Need-Growth of women Entrepreneurship-Problems faced by Women Entrepreneurs-Development of women Entrepreneurship-Entrepreneurship in Informal Sector-Rural Entrepreneurship-Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.					
UNIT IV	DESIGN THINKING				9
Introduction to Design Thinking-Importance of Design Thinking-History of Design Thinking- Design Thinking Framework - Design Thinking Methods - Empathise -Define-Ideate-Prototype-Test- Software Development Methodology-Waterfall model-V - model -Customer Example.					
UNIT V	INNOVATION MANAGEMENT				9
Innovation Management-Changing Management Paradigms-Design Thinking related to Science and art-Design Thinking in Business-Linking Design Thinking Solution to Business Challenges					

LABORATORY COMPONENT

30 PERIODS

1. Empathy and Problem Discovery

- **Objective:** Understand customer pain points and identify real-world problems.
- **Exercise:**
 - Conduct customer interviews or field observations to identify unmet needs.
 - Develop empathy maps for a target customer segment.
- **Deliverable:** Empathy map, list of problem statements.
- **Tools:** Miro, Trello, or paper-based templates.

2. Ideation and Brainstorming

- **Objective:** Generate creative solutions for identified problems.
- **Exercise:**
 - Use brainstorming techniques like SCAMPER, Crazy 8s, or "How Might We" questions.
 - Cluster and prioritize ideas using affinity mapping.
- **Deliverable:** Top 3 ideas for solving the problem.
- **Tools:** Miro, Jamboard.

3. Value Proposition Canvas

- **Objective:** Design solutions aligned with customer needs.
- **Exercise:**
 - Develop a Value Proposition Canvas for one selected idea.
 - Match customer jobs, pains, and gains with product features.
- **Deliverable:** Completed Value Proposition Canvas.
- **Tools:** Strategyzer's online Value Proposition Canvas tool.

4. Business Model Development

- **Objective:** Create a sustainable business model.
- **Exercise:**
 - Fill out a Business Model Canvas or Lean Canvas for the startup idea.
 - Validate key assumptions with quick market research.
- **Deliverable:** Completed canvas and a summary of validation results.
- **Tools:** Canvanizer, Lucidchart, Miro.

5. Rapid Prototyping

- **Objective:** Build low-fidelity prototypes to test ideas.
- **Exercise:**
 - Develop mock-ups, wireframes, or physical models of the product/service.
 - Test the prototype with 3-5 potential customers and collect feedback.
- **Deliverable:** Photos/screenshots of the prototype and feedback summary.
- **Tools:** Figma, Canva, or physical materials (e.g., cardboard, paper).

6. Customer Journey Mapping

- **Objective:** Visualize the customer experience and identify friction points.
- **Exercise:**
 - Create a Customer Journey Map detailing all touchpoints of the customer's interaction with the product/service.
 - Highlight key moments of truth and potential improvements.
- **Deliverable:** Journey map with annotations.
- **Tools:** Miro, Lucidchart.

7. Pitch Deck Development

- **Objective:** Present the startup idea convincingly.
- **Exercise:**
 - Develop a 10-slide pitch deck covering the problem, solution, market opportunity, business model, and team.
 - Practice delivering a 5-minute pitch.
- **Deliverable:** Pitch deck and recorded pitch presentation.
- **Tools:** Canva, PowerPoint, Google Slides.

8. MVP Design and Validation

- **Objective:** Test the core functionality of the product/service.
- **Exercise:**
 - Build a Minimum Viable Product (MVP) using landing pages, explainer videos, or early-stage prototypes.
 - Collect user feedback through A/B testing or surveys.
- **Deliverable:** MVP, test results, and insights.
- **Tools:** Wix, WordPress, Unbounce, Google Forms.

9. Financial Modeling

- **Objective:** Build a basic financial plan for the startup.
- **Exercise:**
 - Estimate costs, revenues, and cash flow for the first year.
 - Calculate the break-even point and ROI.
- **Deliverable:** Financial model spreadsheet.
- **Tools:** Excel, Google Sheets.

10. Team Collaboration and Agile Methods

- **Objective:** Work effectively as a team and manage workflows.
- **Exercise:**
 - Conduct a sprint planning session to allocate tasks.
 - Use Agile tools to track progress over a 2-week sprint.
- **Deliverable:** Sprint backlog, task board, and retrospective insights.

TOTAL: 75 PERIODS

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1:Apply the concepts of Entrepreneurship

CO2: Develop Entrepreneurial Competencies through motivation

CO3: Evaluate corporate and women entrepreneurship

CO4: Understand the concepts of design thinking

CO5: Develop critical Thinking and Problem Solving for innovation

TEXT BOOKS

1. How To Succeed In Small Scale Industry, Vikas Richard M.Hodgets,
2. Effective Small Business Management, Academic Press Dan Steinhoff & John F.Burgess, Small Business Management-Fundamentals, Mcgraw Hill
3. "Entrepreneurship: Successfully Launching New Ventures" by Bruce R. Barringer and R. Duane Ireland
4. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, by Tim Brown
5. The Design of Business: Why Design Thinking is the Next Competitive Advantage (Hardcover)
by Roger L. Martin
6. Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School by Idris Mootee

REFERENCES

1. Donald L. Sexton & Raymond W.Smilor, The Art And Science Of Entrepreneurship, Ballinger Clifford M.Baumbach & Joseph R.Mancuso,
2. Entrepreneurship And Venture Management, Prentice Hall Gifford Pinchot, Intrapreneuring, Harper & Row Ram K.Vepa,
3. "Entrepreneurship: Theory, Process, and Practice" by Donald F. Kuratko and Richard M. Hodgetts
4. "Business Model Generation" by Alexander Osterwalder and Yves Pigneur
5. Service Design Thinking: Basics - Tools - Cases (Hardcover)
by Marc Stickdorn
6. Design Thinking: Understanding How Designers Think and Work (Paperback)
by Nigel Cross

25BA211	STRATEGIC COMMUNICATION IN THE DIGITAL ERA	L	T	P	C
		0	0	4	2
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> • Provide students with an understanding of strategic communication concepts and their role in digital platforms. • Develop the ability to create, analyze, and manage communication strategies in the digital age. • Familiarize students with tools and techniques for digital communication, including social media, content creation, and analytics. • Equip students with the skills to design engaging digital campaigns, analyze audience behavior, and measure communication effectiveness. Foster ethical and critical thinking in digital communication and messaging strategies. 					
1. Social Media Strategy Development					
<ul style="list-style-type: none"> ○ Exercise: Develop a social media campaign for a product or cause, including platform selection, content calendar, and messaging strategy. ○ Tools: Facebook/Instagram Business Suite, Hootsuite, Canva. ○ Objective: Learn how to create and implement a targeted social media strategy. 					
2. Content Creation for Digital Platforms					
<ul style="list-style-type: none"> ○ Exercise: Design multimedia content (graphics, videos, blogs, and captions) for platforms like Instagram, LinkedIn, or YouTube. ○ Tools: Canva, Adobe Spark, or CapCut for videos. ○ Objective: Develop content creation skills for engaging communication. 					
3. Email Marketing Campaign Design					
<ul style="list-style-type: none"> ○ Exercise: Create and send an email marketing campaign for a hypothetical product launch, including audience segmentation and A/B testing. ○ Tools: Mailchimp, HubSpot. ○ Objective: Understand the principles of email marketing and audience engagement. 					
4. Website Development and Content Optimization					
<ul style="list-style-type: none"> ○ Exercise: Develop a simple website or landing page for strategic communication using website builders. Optimize content for SEO. ○ Tools: Wix, WordPress, or Google Sites. ○ Objective: Learn website communication strategies and basic content optimization techniques. 					
5. Audience Analysis and Digital Analytics					
<ul style="list-style-type: none"> ○ Exercise: Analyze social media or website performance using digital analytics tools to track audience reach, engagement, and conversions. ○ Tools: Google Analytics, Facebook Insights, LinkedIn Analytics. 					

- **Objective:** Measure the impact of communication campaigns and derive actionable insights.

6. Crisis Communication Simulation

- **Exercise:** Create a strategic communication response plan for a hypothetical online crisis (e.g., negative reviews, misinformation).
- **Tools:** MS Word or Google Docs, along with communication mockups.
- **Objective:** Learn to manage crises effectively using communication strategies.

7. Podcast or Video Content Production

- **Exercise:** Record and edit a short podcast episode or video addressing a strategic communication topic or campaign idea.
- **Tools:** Audacity (audio), CapCut/Filmora (video).
- **Objective:** Develop multimedia production skills to support communication strategies.

8. Keyword and SEO Research

- **Exercise:** Perform keyword research and optimize sample content for SEO using basic tools.
- **Tools:** Google Keyword Planner, Ubersuggest.
- **Objective:** Understand search engine optimization for improved online visibility.

9. Digital Storytelling Workshop

- **Exercise:** Develop a compelling brand or cause story that combines visuals, text, and audio to engage audiences.
- **Tools:** Canva, Animoto, Adobe Express.
- **Objective:** Learn to tell powerful stories that resonate with the target audience.

10. Performance Report Creation for a Campaign

- **Exercise:** Create a performance report for a digital marketing campaign using data insights and visualizations.
- **Tools:** Google Analytics, MS Excel, or Tableau.
- **Objective:** Learn to analyze and present performance metrics effectively.

Software and Tools for Strategic Communication:

1. Content Creation:

- Canva, Adobe Creative Cloud (Photoshop, Illustrator, Premiere Pro), CapCut, Audacity.

2. Social Media Management:

- Hootsuite, Buffer, Facebook Business Suite, Sprout Social.

3. Email Marketing:

- Mailchimp, HubSpot, Constant Contact.

4. Website Development and SEO:

- WordPress, Wix, Google Sites, Google Keyword Planner, SEMrush.

5. Analytics and Reporting:

- Google Analytics, Facebook/Instagram Insights, LinkedIn Analytics, Tableau, MS Excel.

6. Video/Podcast Tools:

- Audacity (audio editing), Filmora, CapCut, Animoto, Anchor (podcast hosting).

7. Collaboration Tools:

- Trello, Slack, Google Workspace (Docs, Sheets, Forms).

TOTAL: 30 PERIODS

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Explain the fundamentals of strategic communication, audience segmentation, and messaging in the digital era.

CO2: Evaluate the role of social media, content marketing, and digital tools in modern communication strategies.

CO3: Develop and execute strategic communication plans tailored for various digital platforms (e.g., social media, websites, emails).

CO4: Create engaging multimedia content (text, images, videos) for effective communication using relevant tools and software.

CO5: Use analytics tools to monitor audience behavior, evaluate campaign performance, and optimize communication strategies.

TEXT BOOKS

1. Mark Anthony Camilleri(2021), Strategic Corporate Communication in the Digital Age
2. Strategic Communications in the Digital Age, by Cristina Muntean
3. Jesper Falkheimer (Editor), Mats Heide (Editor), Philip Young (Editor), W. Timothy Coombs (Editor), 2015, Strategic Communication, Social Media and Democracy: The challenge of the digital naturals, (Routledge New Directions in PR & Communication Research)

REFERENCES

1. Social Media Marketing Essentials You Always Wanted To Know, by Vibrant Publishers and Kavita Kamath | 27 January 2024
2. Ogilvy On Advertising, by David Ogilvy | 25 February 2023

FUNCTIONAL ELECTIVES COURSES
FINANCIAL MANAGEMENT

25BA213	FINANCIAL MARKETS	L	T	P	C
		3	0	0	3
OBJECTIVES					
<p>The course will enable the learners to:</p> <ul style="list-style-type: none"> • Understand the structure and functioning of Indian financial markets, including money market, capital market and their regulatory environment. • Gain knowledge of financial instruments traded in various markets and their role in financial system development. • Analyze the operations of primary and secondary markets including issue processes, trading, settlement, and regulatory frameworks. • Develop an understanding of emerging financial segments such as debt markets, forex markets, mutual funds, derivatives, venture capital and private equity. 					
UNIT I	FINANCIAL MARKETS IN INDIA	9			
Indian financial system and markets – structure of financial markets in India –Types-Participants in financial Market – Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market - Governments philosophy and financial market – financial instruments					
UNIT II	INDIAN CAPITAL MARKET- PRIMARY MARKET	9			
Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc – Role of primary market – Regulation of primary market.					
UNIT III	SECONDARY MARKET	9			
Stock exchanges in India - History and development -listing - Depositories - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges –Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices – calculation.					
UNIT IV	DEBT MARKET AND FOREX MARKET	9			
. Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate forex risk management.					
UNIT V	MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY	9			
Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of performance for fund manager Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures And Swaps. Role of VCs and PEs in financial markets - Venture capital and Private equity					
CONTEMPORARY TOPICS					
TOTAL:45 PERIODS					

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Explain the structure, participants, and regulatory framework of Indian financial markets.

CO2: Describe the functioning of the primary market and evaluate various methods of issuing securities and the role of intermediaries.

CO3: Analyze the secondary market operations, trading mechanisms, settlement systems, and the role of SEBI and market intermediaries.

CO4: Examine the components and pricing of debt markets, and understand the basics of forex markets and exchange rate mechanisms.

CO5: Evaluate the structure and performance of mutual funds, understand basic derivative instruments, and explain the role of venture capital and private equity in financial markets.

TEXT BOOKS

1. Christopher Viney and Peter Phillips, *Financial Institutions, Instruments and Markets* (2015), 8th Edition published by McGraw Hill.
2. Pathak, Bharati V., *Indian Financial System: Markets, Institutions and Services*, Pearson education (Singapore), New Delhi, Fourth edition, 2014.
3. Saunders, Anthonu and Cornett, Marcia Millon, *Financial markets and Institutions: An Introduction to the risk management approach*, McGrawHill, Irwin, New York, 3rd Edition, 2017.
4. Anthony Saunders, Marcia Millon Cornett and Anshul Jain, *Financial Markets and Institutions* (Latest Indian Edition), published by McGraw Hill.

REFERENCES

1. Bhole, L.M, *Financial institutions and Markets: Structure, Growth and Innovations*, McGrawHill, New Delhi, Sixth edition, 2017.
2. .Fabozzi, Frank J. and Modigliani, Franco, *Capital Markets: Institutions and Markets*, Prentice Hall of India, New Delhi, Fourth edition, 2009.

HUMAN RESOURCE MANAGEMENT

25BA214	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	L	T	P	C
		3	0	0	3
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> • Develop a conceptual understanding of Industrial Relations, its approaches, structure, and relevance in the Indian context. • Gain knowledge of major Industrial Disputes, labour welfare measures, and mechanisms for resolving conflicts and promoting industrial harmony. • Understand the principles, purpose, and provisions of key labour legislation governing wages, working conditions, employment standards, compensation, and welfare. • Analyze contemporary issues in employee relations, including reforms, compliance challenges, and emerging trends in modern workplaces. 					
UNIT I	INDUSTRIAL RELATIONS				9
. Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act,1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.					
UNIT II	INDUSTRIAL CONFLICTS AND LABOUR WELFARE				9
. The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory Voluntary- welfare funds-welfare of unorganized labour					
UNIT III	LABOUR LEGISLATIONS-I				9
Origin and growth of labour legislation in India- Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965-					
UNIT IV	LABOUR LEGISLATIONS-II				9
The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013					
UNIT V	LABOUR LEGISLATIONS-III				9
Employees’ Provident fund and Miscellaneous provisions act, 1952- Employees’ state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961- Contract Labour Regulations and Abolition Act, 1970 -The Child Labour Prevention and Regulation Act, 1986.					
CONTEMPORARY TOPICS					
					TOTAL: 45 PERIODS

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Explain the concept, scope, objectives, and approaches of Industrial Relations and evaluate the functioning of the IR system in India.

CO2: Describe the causes and impact of industrial conflicts and assess the role of government machinery in conciliation, arbitration, adjudication, and promoting labour welfare.

CO3: Demonstrate an understanding of major labour laws such as the Factories Act, Minimum Wages Act, Payment of Wages Act, and Payment of Bonus Act, and their relevance to employee protection.

CO4: Interpret and apply key provisions of the Industrial Employment (Standing Orders) Act, Apprentices Act, Equal Remuneration Act, Payment of Gratuity Act, and Employees' Compensation Act.

CO5: Analyze the application and implications of social security legislations, including EPF Act, ESI Act, Maternity Benefit Act, Contract Labour Act, and Child Labour Prohibition and Regulation Act.

TEXT BOOKS

1. Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.

2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2014.

3. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012

4. P.K. Padhi, Industrial Laws, PHI, 2017.

5. P.R.N Sinha, InduBala Sinha, Seema PriyadarshiniShekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017

6. Tax Mann, Labour Laws, 2018.

REFERENCES

1. Srivastava, Industrial Relations and Labour laws, Vikas, 2015.

2. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.

3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.

4. C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 2007.

HOSPITAL AND HEALTHCARE MANAGEMENT

25BA222	INTRODUCTION TO HOSPITAL MANAGEMENT	L	T	P	C
		3	0	0	3
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> • To understand the structure, functions, and processes of clinical and non-clinical departments in various hospitals. • To develop the ability to utilize modern management principles within diverse healthcare units. • To learn and analyse healthcare costs and related processes. • To gain comprehensive knowledge of hospital operations and healthcare systems. 					
UNIT I	INTRODUCTION TO HOSPITAL MANAGEMENT				9
Introduction to Hospital Administration -Rationale of Hospital Administration- role of hospital management – hospital problem solving- Statistics in hospital – introduction of Clinical & Non – Clinical, & Ancillary services.					
UNIT II	HOSPITAL ADMINISTRATION				9
Inpatient services (IP) - Outpatient services (OPD)- Overview of reception protocols, patient registration processes, appointment scheduling, and handling of patient inquiries. - maintaining outpatient and inpatient records, and confidentiality standards. Ward management- Fundamentals of ward operations.					
UNIT III	HOSPITAL SERVICES AND FACILITIES				9
Clinical Lab Services - Imaging services -Transfusion services – movement of each unit of blood - key challenges in blood bank operations- Operation Theatre process - understanding zoning policies and process - ICU management.					
UNIT IV	DEPARTMENTS IN HOSPITAL				9
Nursing department- services provided by nursing - Emergency department - Central Sterile Supplies Department (CSSD)- Medical Records Department-Dietary department -Pharmacy Department-House-keeping department -Hospital Engineering service.					
UNIT V	HRM IN HOSPITAL				9
Human Resource Management System in hospital- Management of healthcare professionals: Doctors, Nurses, and Paramedical Staff- Recruitment and selection processes in hospitals- Employee motivation and performance enhancement strategies.					
CONTEMPORARY TOPICS					
Guest lecture by industry experts on current trends in hospital management.					
					TOTAL:45 PERIODS
COURSE OUTCOMES					
Upon completion of the course, the students will be able to:					
CO1: To introduce students to the organizational structure and key responsibilities of various clinical departments within a hospital setting.					
CO2: To enhance understanding of the functions and significance of non-clinical units in hospitals and healthcare institutions.					
CO3: To familiarize students with professional approaches and best practices in managing day-to-day hospital operations.					
CO4: To build foundational skills in strategic planning and administration of healthcare services and hospital systems.					
CO5: Integrated functioning of and within departments.					

TEXT BOOKS

1. Das Gupta, J. (2024). *Hospital administration and management: A comprehensive guide* (3rd ed.). Jaypee Brothers Medical Publishers.
2. Srinivasan, A. V. (2008). *Principles of hospital administration and planning* (2nd ed.). New Delhi: Jaypee Brothers Medical Publishers.
3. Saxena, M. (2022). *Hospital management* (Vol. 1). CBS Publishers & Distributors.
4. Gupta, R. S., Piramal, V., & Goyal, S. P. (2013). *Hospital administration and human resource management*. New Delhi: PHI Learning Pvt. Ltd.
5. Bhatia, A. S. (2019). *Introduction to hospital management*. Jaypee Brothers Medical Publishers.

REFERENCES

1. Olden, P. C. (2019). *Management of healthcare organizations: An introduction* (3rd ed.). Health Administration Press.
2. **Venkatensan, L. (2023)**. *A textbook of administration, ward management and education*. Vikas Publishing.
3. **Muralidhar, L. B., Madhu, S., & Swapna, H. R. (2025)**. *Management of hospital services* (1st ed.). Himalaya Publishing House.
4. Yadav, R. N. S. (2018). *Hospital administration and management*. CBS Publishers & Distributors.
5. Pradhan, N. K. (2020). *Introduction to healthcare management*. Oxford University Press.

25BA223	HOSPITAL PLANNING AND MANAGEMENT	L	T	P	C
		3	0	0	3
OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> To understand the space, function, and infrastructure needed in healthcare facilities. To learn the key elements involved in the planning of a hospital. To know the process and steps required for the construction of hospitals. To be aware of the safety and security measures followed in hospitals. 					
UNIT I	INTRODUCTION TO HOSPITAL PLANNING				9
Concept and scope of hospital planning – Functions of hospitals – Classification of hospitals – Departmental organization and hierarchy – Hospital management structure – Characteristics of an effective organisational framework – Role and significance of hospital committees – Responsibilities of major medical and support departments – Importance of organisational culture in healthcare institutions – Use of organisational charts – Bed utilization and patient flow management – Achieving efficiency and quality patient care.					
UNIT II	HOSPITAL PLANNING				9
Hospital planning and its principles – Hospital plan – Role of Management Information System (MIS) – Planning of material, product, manpower, financial, marketing, peripheral services, health education, equipment, operational and functional areas.					
UNIT III	HOSPITAL CONSTRUCTION PLANNING				9
Role of hospital consultant – Importance of planning stage – Responsibilities of the architect – Preparation of working drawings – Legal formalities and statutory approvals – Selection of hospital site – Design considerations – Environmental regulations – Equipment planning – Distribution of beds – Space requirements and interrelationships – Construction cost management					
UNIT IV	INTERDEPARTMENTAL BONDS				9
Functional orientation among departments – Communication practices – Cooperation and coordination – Leadership development in hospital departments – Enhancing managerial capacity.					
UNIT V	HOSPITAL SAFETY PROTOCOLS				9
Hospital safety measures – Security and loss prevention – Fire safety protocols – Bomb threat management – Alarm systems – Disaster preparedness planning.					
CONTEMPORARY TOPICS					
Case study on evaluation of hospital planning and management.					
TOTAL:45 PERIODS					
COURSE OUTCOMES					
Upon completion of the course, the students will be able to:					
CO1: Recognize the key elements involved in hospital planning.					
CO2: Explain how the hospital environment supports high-quality patient care.					
CO3: List the important factors to consider when planning and designing hospital services.					
CO4: Describe the operational needs of a hospital to ensure effective patient care.					
CO5: Understand how hospital administrators contribute to the smooth operation of healthcare services.					

TEXT BOOKS

1. **Garg, A., & Dewan, A.** (2022). *Manual of hospital planning and designing: For medical administrators, architects and planners* (1st ed.). Springer.
2. **Sakharkar, B. M.** (2024). *Principles of hospital administration & planning* (2nd ed., reprint). Jaypee Brothers Medical Publishers.
3. **Saxena, M.** (2022). *Hospital management* (Vol. 1: Hospital planning, operations & quality). CBS Publishers & Distributors.
4. **Sharma, S., & Singh, S.** (2023). *Planning & designing health care facilities in developing countries*. Taylor & Francis.
5. **Srinivas, M. N.** (2020). *Principles of hospital administration and planning*. Orient Blackswan.

REFERENCES

1. **Muralidhar, L. B., Madhu, S., & Swapna, H. R.** (2025). *Management of hospital services* (1st ed.). Himalaya Publishing House.
2. **Raghuvanshi, V. P.** (2024). *Hospital & healthcare systems management* (1st ed.). AkiNik Publications.
3. **Bansal, V. K., & Sharma, P. R.** (2021). *Healthcare facility planning and design*. PHI Learning Pvt. Ltd.
4. **Gupta, R. K.** (2019). *Hospital planning and healthcare management*. Prentice Hall India.
5. **Verma, K. K.** (2020). *Hospital planning and management*. Prentice Hall India.

SUPPLY CHAIN MANAGEMENT

25BA226	SUPPLY CHAIN MANAGEMENT	L	T	P	C	
		3	0	0	3	
OBJECTIVES						
<p>The course will enable the learners to:</p> <ul style="list-style-type: none"> • Understand the fundamental concepts, structure, and strategic role of supply chain management in enhancing organizational competitiveness. • Analyze sourcing strategies, supplier selection, and global procurement practices that contribute to building an efficient supply base. • Evaluate supply chain network design, distribution decisions, and the impact of uncertainty on logistics and supply chain operations. • Explore modern supply chain innovations, technologies, and integration practices that improve responsiveness, sustainability, and overall performance. 						
UNIT I	INTRODUCTION					9
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.						
UNIT II	STRATEGIC SOURCING					9
Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.						
UNIT III	SUPPLY CHAIN NETWORK					9
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.						
UNIT IV	PLANNING DEMAND, INVENTORY AND SUPPLY					9
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain, Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.						
UNIT V	SUPPLY CHAIN INNOVATIONS					9
Supply Chain Integration, SC process restructuring, Agile Supply Chains, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Block chain						
CONTEMPORARY TOPICS						
TOTAL: 45 PERIODS						

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Explain the fundamentals of supply chain management, its evolution, performance drivers, and strategic importance in achieving competitive advantage.

CO2: Assess sourcing decisions including make-or-buy analysis, supplier selection, contracting, and global sourcing strategies.

CO3: Design and evaluate distribution networks and supply chain network structures, considering influencing factors and uncertainties.

CO4: Apply concepts of demand planning, inventory management (cycle & safety stock), risk pooling, and revenue management in supply chain operations.

CO5: Analyze supply chain innovations such as integration, agile and green supply chains, reverse logistics, and emerging technologies like AI, IoT, analytics, and blockchain.

TEXT BOOKS

1. Supply chain management and advanced planning, Springer.
2. Supply chain management: An international journal, Emerald.

REFERENCES

1. Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009
3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5thEdition, 2007.
4. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the SupplyChain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
5. Pierre David, International Logistics, Biztantra, 2011.

25BA227	SOURCING AND SUPPLY MANAGEMENT	L	T	P	C
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OBJECTIVES					
The course will enable the learners to:					
<ul style="list-style-type: none"> • Understand the framework and strategic role of sourcing and supply management within the overall supply chain. • Gain exposure to current industry practices in purchasing, supplier management, and global sourcing. • Learn key tools and techniques used in sourcing decisions, supplier evaluation, cost analysis, negotiation, and contract management. • Develop insights into advanced trends such as sustainability, green buying, lean supply chains, and digital procurement systems. 					
UNIT I	INTRODUCTION TO PURCHASING AND SUPPLY CHAIN MANAGEMENT				9
The Purchasing Process. Purchasing Policies and Procedures. Supply Management Integration for Competitive Advantage, Purchasing and Supply Management Organization					
UNIT II	STRATEGIC SOURCING				9
Supply Management and Commodity Strategy Development, Supplier Evaluation and Selection Supplier Quality Management Supplier Management and Development, Creating a World-Class Supply Base, Worldwide Sourcing					
UNIT III	STRATEGIC SOURCING PROCESS				9
Strategic Cost Management, Purchasing and Supply Chain Analysis: Tools and Techniques, Negotiation and Conflict Management Contract Management Purchasing Law and Ethics.					
UNIT IV	SUPPLIER PERFORMANCE AND QUALITY MANAGEMENT				9
Performance Measurement and Evaluation: Strategies, tools and techniques for measuring and managing supplier performance, Supplier performance evaluation, Purchasing services, Supply Chain Information Systems and Electronic Sourcing.					
UNIT V	FUTURE DIRECTIONS				9
Purchasing and Supply Strategy Trends Green Buying, Sustainability, material research, Lean supply Chain Management					
CONTEMPORARY TOPICS					
					TOTAL: 45 PERIODS
COURSE OUTCOMES					
Upon completion of the course, the students will be able to:					
CO1: Explain the purchasing process, policies, procedures, and the role of supply management in achieving competitive advantage.					
CO2: Evaluate sourcing strategies, supplier evaluation and selection methods, and practices used for building a world-class global supply base.					
CO3: Apply strategic cost management, analytical tools, negotiation techniques, and contract management principles in sourcing decisions.					
CO4: Assess supplier performance using appropriate metrics and explain the role of information systems, e-sourcing, and service purchasing in supply management.					
CO5: Analyze future trends in sourcing such as green buying, sustainability, material innovation, and lean supply chain practices.					

TEXT BOOKS

1. Purchasing and Supply Chain Management, Robert .M. Monczka, Handfield, Giunipero Paterson, Waters, 6th Edition, Cengage Publication
2. Purchasing and Supply Chain Management, Benton, 3 rd Edition, Tata Mc Graw Hill.
3. World Class Supply Chain Management, Burt, Dobler, Starling, 7th Edition, Tata Mc Graw Hill.
4. Supply Chain Management for The 21st Century by B S SAHAY. Macmillan Education,2001

REFERENCES

1. Sourcing and Supply Chain Management, by Robert B. Handfield, Robert M. Monczka, James L. Patterson and Larry C. Giunipero, published by Cengage Learning.
2. Supply Chain Management: Strategy, Planning, and Operation, by Sunil Chopra and Peter Meindl, published by Pearson.
3. Operations and Supply Chain Management (SIE Edition), by F. Robert Jacobs, Ravi Shankar and Richard B. Chase, published by McGraw Hill.