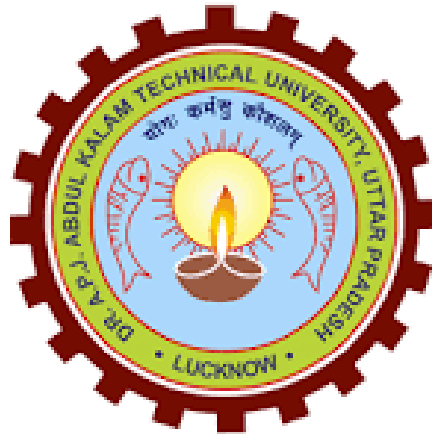


**DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY  
LUCKNOW**



**Teaching and Evaluation Scheme  
For  
Second Year  
MBA (Common)**

**AS PER AICTE MODEL CURRICULUM & NEP 2020**

**(Effective from the Academic Session: 2025-26)**

**MBA II Year Teaching and Evaluation Scheme**  
**W.E.F. Academic Session 2025-26**  
(In Accordance with AICTE Model Curriculum & New Education Policy)  
**III SEMESTER**

SN	CODE	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER		TOTAL	CREDIT
			L	T	P	CT	TA	PS	Total	TE	PE		
1	BMB 301	Strategic Management	3	0	0	20	10	0	30	70	0	100	3
2		Elective-1 Specialization Group 1	3	0	0	20	10	0	30	70	0	100	3
3		Elective -2 Specialization Group 1	3	0	0	20	10	0	30	70	0	100	3
4		Elective -3 Specialization Group 1	3	0	0	20	10	0	30	70	0	100	3
5		Elective -1 Specialization Group 2	3	0	0	20	10	0	30	70	0	100	3
6		Elective -2 Specialization Group 2	3	0	0	20	10	0	30	70	0	100	3
7		Elective -3 Specialization Group 2	3	0	0	20	10	0	30	70	0	100	3
8	BMB 308	Summer Training Project Report & Viva Voce	0	4*	0	0	30	0	30	0	70	100	4
		<b>TOTAL</b>										<b>800</b>	<b>25</b>

- Students will be guided & assessed by Faculty Guide for internship report.

## ELECTIVES IN III SEM

### Specialization Group: MARKETING (MK)

SN	CODE	SUBJECT
1	BMB MK 01	CONSUMER BEHAVIOUR AND NEURO MARKETING
2	BMB MK 02	MARKETING & WEB ANALYTICS
3	BMB MK 03	SALES AND DISTRIBUTION MANAGEMENT

### Specialization Group: HUMAN RESOURCE MANAGEMENT (HR)

SN	CODE	SUBJECT
1	BMB HR 01	TALENT ACQUISITION MANAGEMENT
2	BMB HR 02	EMPLOYEE RELATIONS AND LABOUR LAWS
3	BMB HR 03	PERFORMANCE AND REWARD MANAGEMENT

### Specialization Group: FINANCIAL MANAGEMENT (FM)

SN	CODE	SUBJECT
1	BMB FM 01	INVESTMENT AND PORTFOLIO MANAGEMENT
2	BMB FM 02	TAX PLANNING AND MANAGEMENT
3	BMB FM 03	FINANCIAL AND CREDIT RISK ANALYSIS

### Specialization Group: OPERATION MANAGEMENT (OM)

SN	CODE	SUBJECT
1	BMB OM 01	SUPPLY CHAIN AND LOGISTICS MANAGEMENT
2	BMB OM 02	BUSINESS PROCESS REENGINEERING
3	BMB OM 03	QUALITY MANAGEMENT

### Specialization Group: INTERNATIONAL BUSINESS (IB)

SN	CODE	SUBJECT
1	BMB IB 01	INTERNATIONAL BUSINESS MANAGEMENT
2	BMB IB 02	EXPORT IMPORT DOCUMENTATION
3	BMB IB 03	GEO-POLITICS AND TRADE

### Specialization Group: INFORMATION TECHNOLOGY (IT)

SN	CODE	SUBJECT
1	BMB IT 01	SOFTWARE ENGINEERING AND MANAGEMENT
2	BMB IT 02	EMERGING TECHNOLOGIES FOR BUSINESS
3	BMB IT 03	DATABASE MANAGEMENT SYSTEM

### Specialization Group: COOPERATIVE MANAGEMENT (CM)

SN	CODE	SUBJECT
1	BMB CM 01	PRINCIPLES AND PRACTICES OF CO-OPERATION
2	BMB CM 02	CO-OPERATIVE LEGISLATION
3	BMB CM 03	CREDIT CO-OPERATIVES

# III SEMESTER

## STRATEGIC MANAGEMENT

### BMB 301

**Course Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, models, and processes of strategic management.
- Analyze the external and internal environments of organizations using relevant frameworks and tools.
- Formulate effective business, corporate, and functional strategies based on situational analysis.
- Evaluate and choose appropriate strategies using strategic analysis techniques.
- Implement strategies effectively through structured programs and organizational alignment.
- Evaluate strategic performance and apply controls to ensure strategic success and sustainability.

#### **Unit 1 (5 Hours)**

**Introduction:** meaning nature, scope, and importance of strategy; Model of strategic management, Strategic Decision-Making Process.

**Corporate Governance:** Composition of the board, Role and Responsibilities of the board of directors, Trends in corporate governance, Corporate Social Responsibility. **Case Studies and Latest Updates.**

#### **Unit 2 (8 hours)**

**Environmental Scanning:** *Understanding the Macro Environment:* PESTEL Analysis, Industrial Organization (IO) & the Structure Conduct Performance (SCP) approach, Porter's Five Forces Model, *Understanding the Micro Environment:* Resource Based View (RBV) Analysis, VRIO Framework, Using resources to gain Competitive advantage & its sustainability, Value Chain Analysis. **Case Studies and Latest Updates.**

#### **Unit 3 (9 hours)**

**Strategy Formulation:** Situational Analysis using SWOT approach

**Business Strategies: Competitive Strategy:** - Cost Leadership, Differentiation & Focus, **Cooperative Strategy:** - Collusion & Strategic Alliances **Corporate Strategies:** Directional **Strategy:** Growth strategies, Stability Strategies & Retrenchment Strategies. Corporate Parenting, **Functional Strategies:** Marketing, Financial, R&D, Operations, Purchasing, Logistics, HRM & IT. *The sourcing decision:* Outsourcing & offshoring. **Case Studies and Latest Updates.**

#### Unit 4 (9 hours)

**Strategy Choice and Analysis:** Scenario Analysis Process, Tools & Techniques of strategic Analysis: BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework. **Strategy implementation:** Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life cycle, *Organizational Structures:* Matrix, Network & Modular/Cellular; Reengineering and Strategy implementation, Leadership and corporate culture, **Case Studies and Latest Updates.**

#### Unit 5 (5 hours)

**Strategy Evaluation & Control:** Evaluation & Control process, *Measuring performance:* types of controls, activity based costing, enterprise risk management, primary measures of corporate performance, balance scorecard approach to measure key Performance, responsibility centers, Benchmarking, Problems in measuring Performance & Guidelines for proper control. Strategic Audit of a Corporation. **Case Studies and Latest Updates.**

#### Course Outcomes

	Course Outcome	Bloom's Level
CO1	Define and explain the fundamental concepts, models, and processes of strategic management	<i>K2: Understanding</i>
CO2	Analyze external and internal environments using various frameworks to assess organizational positioning.	<i>K4: Analyzing</i>
CO3	Apply situational analysis techniques to formulate competitive, corporate, and functional strategies in diverse business contexts.	<i>K3: Applying;</i>
CO4	Evaluate strategic options using analytical tools for informed strategy choice.	<i>K5: Evaluating</i>
CO5	Design and develop strategic implementation plans for effective strategy execution.	<i>K6: Creating</i>
CO6	Assess and control organizational performance to ensure strategic success and sustainability.	<i>K4: Analyzing</i>

## **Suggested Readings**

1. Wheelen, L. Thomas and Hunger, David J.; Concepts in Strategic Management and Business Policy, Pearson Education,
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice.(SAGE Publishing India)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education,
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education.

# III SEMESTER ELECTIVES

## MARKETING ELECTIVES

### CONSUMER BEHAVIOUR AND NEURO MARKETING

BMB MK 01

**Course Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, theories, and models of consumer behaviour and their relevance in marketing decision-making.
- Analyze the psychological, personal, social, and cultural factors influencing consumer decision-making.
- Examine consumer behaviour across digital platforms and modern consumption contexts.
- Understand the principles, techniques, and applications of neuromarketing in analyzing consumer behaviour.
- Evaluate the ethical and legal considerations related to neuromarketing and consumer influence.
- Apply consumer insights and neuromarketing tools to develop evidence-based marketing strategies.

#### **Unit 1 (5 Hours)**

**Introduction:** Consumer Behavior & the Marketing Mix, Consumer Goals, **Consumer Decision Making Process:** Need Recognition, Search for information, Pre purchase evaluation of alternatives, Purchase, Consumption, Post consumption Evaluation & Divestment, Interruption in buying process & their effects, Customer involvement, Consumer Journey through the World of Technology.

#### **Unit 2 (8 hours)**

**Psychological factors:** Perception, learning, motivation, attitude formation and change, personality, and lifestyle. **Personal factors:** Demographics, life cycle, occupation, and income. **Social factors:** Family, reference groups, roles and status. **Cultural factors:** Culture, sub-culture, cross-cultural consumer behaviour. Consumer involvement and buying decision process (complex, habitual, variety-seeking). Organizational buying vs individual buying behaviour. **Case Studies and Industry Applications.**

#### **Unit 3 (8 hours)**

**Consumer Behaviour in Digital Age** Online and mobile consumer behaviour, Influence of social media, peer reviews, and digital communities. Role of AI, machine learning, and big data in understanding consumers. Behavioural targeting and personalization strategies. Consumer privacy and data protection in digital marketing. Emerging trends in digital consumption patterns. **Case Discussions and Industry Practices.**

#### **Unit 4 (8 hours)**

**Introduction to Neuromarketing:** Meaning and scope of neuromarketing. **Principles of neuroscience relevant to marketing:** Brain functions, emotions, and decision-making. **Neuromarketing techniques:** Eye-tracking, fMRI, EEG, biometrics, facial coding. Applications of neuromarketing in advertising, branding, packaging, and pricing strategies. Benefits and limitations of neuromarketing. Ethical issues, criticisms, and regulatory frameworks related to neuromarketing. **Case Studies.**

### Unit 5 (7 hours)

**Consumer Behaviour and Neuromarketing Strategies:** Translating consumer insights into marketing strategy. Designing customer experiences using neuromarketing findings. Sensory marketing and subconscious consumer triggers. Role of neuromarketing in retail, FMCG, luxury brands, and service sectors. Developing integrated consumer behaviour and neuromarketing strategies for real-world challenges. Case Study.

### Course Outcomes

	Course Outcome	Bloom's Level
CO1	Define and explain key concepts, theories, and models of consumer behaviour and neuromarketing.	<i>K1: Remembering, K2: Understanding</i>
CO2	Analyze the impact of psychological, social, personal, and cultural factors on consumer buying behaviour.	<i>K4: Analyzing</i>
CO3	Apply frameworks of consumer behaviour to develop marketing strategies suitable for traditional and digital markets.	<i>K3: Applying</i>
CO4	Evaluate neuromarketing techniques and their application in strategic marketing decisions, considering ethical and regulatory concerns.	<i>K5: Evaluating</i>
CO5	Design and develop integrated marketing strategies using consumer behaviour insights and neuromarketing data for real-world business scenarios.	<i>K6: Creating</i>
CO6	Critically assess emerging trends in digital consumer behaviour and recommend appropriate marketing interventions.	<i>K5: Evaluating</i>

### Suggested Readings

- Schiffman, L. G., & Wisenblit, J. (2020). *Consumer Behavior*, Pearson.
- Solomon, M. R. (2022). *Consumer Behaviour: Buying, Having, and Being*, Pearson.
- Lindstrom, Martin (2009). *Buyology: Truth and Lies About Why We Buy*, Crown Business.
- Majumdar, Ramanuj (2010). *Consumer Behaviour: Insights from Indian Market*, PHI Learning.
- Morin, Christophe (2022). *The Science of Customer Connections: Manage Your Message to Gain and Retain Customers*, Wiley.
- Lee, Darren Bridger (2015). *Neuromarketing: Understanding the Buy Buttons in Your Customer's Brain*, Kogan Page.
- Kumar, S. R. (2015). *Consumer Behaviour: The Indian Context (Concepts and Cases)*, Pearson India.
- Nair, Suja R. (2018). *Consumer Behaviour in Indian Perspective*, Himalaya Publishing House.



# MARKETING AND WEB ANALYTICS

## BMB MK 02

**Course Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- To introduce the concept, scope, and importance of Marketing Analytics in data-driven decision-making.
- To equip students with pricing, sales forecasting, and customer analysis techniques using quantitative models.
- To enable understanding and application of various retailing, advertising, and web analytics methods.
- To familiarize students with tools and frameworks used in social media and digital analytics platforms.
- To develop competence in interpreting qualitative insights from digital interactions through modern web tools and methods.

### **Unit 1: (4 Hours)**

**Introduction to Marketing Analytics:** Meaning, Characteristics, Advantages & Disadvantages of Marketing Analytics, Market Data Sources: Primary & Secondary Market Sizing: Stakeholders, Applications, Top-down & Bottom-up Approaches, PESTLE Analysis & Porter's Five Forces Model for market evaluation

### **Unit 2: (8 Hours)**

**Pricing Analytics:** Pricing Policy & Objectives, Demand Estimation: Price Elasticity, Linear & Power Demand Curves, Optimizing Pricing and Subjective Demand Curves, Pricing Multiple Products ,Price Bundling: Pure vs. Mixed Bundling Nonlinear Pricing & Profit Maximization Strategies, Revenue Management: Markdown Pricing & Uncertainty Handling, Price Skimming and Sales Promotions

### **Unit 3: (7 Hours)**

**Sales Forecasting & Customer Analytics:** Linear & Multiple Regression for Forecasting, Seasonality & Special Events Modeling, Ratio to Moving Average Methods-Curve Forecasting for New Products, Customer Lifetime Value (CLV): Concept, Estimation & Business Implication, Market Segmentation: STP Framework, Clustering for Segment Derivation, Describing Market Segments

### **Unit 4: (8 Hours)**

**Retailing, Advertising & Web Analytics Retail Analytics:** Market Basket Analysis (2-way & 3-way lift), RFM Analysis, Retail Space & Sales Resource Allocation. **Advertising Analytics:** Advertising Effectiveness, PPC, Online Ads.

**Introduction to Web Analytics:** Key Terms, Process, Offsite vs. Onsite Web Analytics, Web Analytics Tools & Metrics: Hits, Page Views, Bounce Rate, Traffic Source

**Google Analytics Overview** KPIs: Need, Characteristics, Perspective & Usage Custom Campaigns & Content Reports

### **Unit 5: (9 Hours)**

**Social Media, Web Analytics Tools & Qualitative Analysis:** Facebook Analytics: Demographics, Engagement & Post Performance, Social Campaign Analysis: Goals & Outcomes Analytics for

Instagram, Twitter, LinkedIn, YouTube Organic vs. Paid Traffic, Benchmarking

**Web Analytics Tools:** A/B Testing, Online Surveys, Web Crawling & Indexing, NLP Techniques for Micro-text Analysis **Google Website Optimizer: Working & Implementation.**

**Qualitative Techniques:** Heuristic Evaluation, Site Visits, Surveys (Post-visit & Online) Web Analytics 2.0 vs. 1.0, Competitive Intelligence, Website Traffic Trends & Overlap

**Suggested Readings**

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston, Wiley India Pvt. Ltd.
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Create Space Publishing
3. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud De Bruyn, Decision Pro, Inc.
4. Marketing Metrics by Dugar Anurag, SAGE Publishing India\
5. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity,
6. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. 2nd ed.
7. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.
8. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons
9. Annmarie Hanlon, Digital Marketing, SAGE Publishing India

**Course Outcomes**

	<b>Course Outcome</b>	<b>Bloom’s Level</b>
<b>CO1</b>	Understand the meaning, characteristics, and applications of marketing analytics and market evaluation tools such as PESTLE and Porter’s Five Forces.	<i>K2 (Understand)</i>
<b>CO2</b>	Apply pricing analytics techniques including bundling, nonlinear pricing, and revenue management to solve pricing problems.	<i>K3 (Apply),</i>
<b>CO3</b>	Use regression models and forecasting techniques to estimate sales and customer lifetime value.	<i>K4 (Analyze),</i>
<b>CO4</b>	Analyze & Evaluate customer behavior through segmentation, clustering, and retail metrics like RFM and basket analysis.	<i>K5 (Evaluate)</i>
<b>CO5</b>	Evaluate the effectiveness of online advertising and interpret web analytics metrics using tools such as Google Analytics.	<i>K5 (Evaluate)</i>
<b>CO6</b>	Develop insights using social media analytics, A/B testing, and qualitative tools like heuristic evaluations and surveys.	<i>K6 (Create)</i>

# SALES & DISTRIBUTION MANAGEMENT

## BMB MK 03

**Course Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- Provide students with a conceptual understanding of the role of selling in marketing, personal selling, types of sales personnel, and the process of effective selling.
- Develop managerial competencies in sales force recruitment, training, motivation, compensation, forecasting, territory management, productivity assessment, and performance appraisal.
- Enable students to plan and control sales operations using forecasting methods, budgeting, resource allocation, sales planning processes, CRM tools, and ethical practices.
- Equip students with knowledge and analytical skills for designing, managing, and evaluating distribution channels, channel partners, and retail-wholesale networks.
- Familiarize students with modern logistics, supply chain processes, IT-enabled distribution, and emerging trends such as e-commerce, green logistics, and reverse logistics.
- Cultivate skills to analyze real-world sales and distribution problems and formulate innovative, technology-driven strategies for effective sales and distribution management.

### **Unit1: (4 Hours)**

**Introduction to Sales:** Role of selling in marketing, Personal selling, Types of sales personnel, Characteristics of a successful salesman, Process of effective selling.

### **UNIT 2: (8 Hours)**

**Sales Force Management:** Types of sales organizations and their structure, Recruitment, Selection, Training and Development. Sales force motivation & compensation, designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

### **Unit 3: (8 Hours)**

**Sales Planning and Control:** Sales Forecasting Methods and Techniques, Sales Budgeting and Resource Allocation, Sales Strategy and Sales Planning Process, Sales Call Planning and Time Management, Role of Technology in Sales Planning (CRM, Sales force Automation), Ethics in Selling and Legal Aspects

### **Unit 4: (10 Hours)**

**Distribution Channel Management:** Types of Marketing Channels, Channel Design and Selection, Channel Conflict and its Management, Channel Partner Selection, Motivation, and Performance Appraisal, Retailing and Wholesaling: Trends and Practices. Managing Vertical and Horizontal Marketing Systems

### **Unit 5: (10 Hours)**

**Logistics and Emerging Trends in Distribution:** Introduction to Logistics and Supply Chain Management, Order Processing, Warehousing, Inventory Management, Transportation and Distribution Cost Control, E-commerce and Omnichannel Distribution, Role of IT in Distribution (ERP, SCM Tools), Emerging Trends: Green Logistics, Reverse Logistics, Direct-to-Consumer (D2C) Channels, Role of IT in retailing: ERP, CRM, analytics-retailing and omnichannel

strategies, Mobile retailing, Social commerce, AI/ML in retail, Ethical and legal issues in retail, Sustainability in retailing, Future trends

**Suggested Readings**

1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
2. Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing
3. Berman, Evans, Retail Management Strategic approach, Pearson
4. Chaudhary Prashant , Selling and Negotiation, SAGE Publishing
5. Tapan Panda: Sales and Distribution Management, OUP.
6. Havaladar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.

**Course Outcomes**

	<b>Course Outcome</b>	<b>Bloom’s Level</b>
<b>CO1</b>	Define and explain the fundamentals of selling, personal selling, and characteristics of sales personnel in the marketing function.	<i>K1: Remembering,</i>
<b>CO2</b>	Apply sales force management concepts in recruitment, training, motivation, forecasting, and productivity management within various sales organizations.	<i>K3: Applying</i>
<b>CO3</b>	Analyze sales planning and control processes including forecasting, budgeting, sales strategy formulation, ethical practices, and the role of technology in sales management.	<i>K4: Analyzing</i>
<b>CO4</b>	Evaluate distribution channel structures, partner selection processes, retail-wholesale strategies, and conflict management for effective channel operations.	<i>K5: Evaluating</i>
<b>CO5</b>	Develop strategies for managing logistics, modern distribution systems, and supply chain networks incorporating emerging trends and technology-driven innovations.	<i>K6: Creating</i>
<b>CO6</b>	Critically assess the use of omnichannel distribution, e-commerce models, and IT tools such as ERP and SCM systems for enhancing distribution efficiency and customer value.	<i>K5: Evaluating</i>

# Human Resource Management Electives

## Talent Acquisition Management BMB HR 01

**Credit: 3**

**Total Hours: 40**

### Course Objectives

1. To familiarize students with the principles and practices of Talent Management.
2. To develop an understanding of talent acquisition, development, retention, and compensation strategies.
3. To provide insight into global talent practices,
4. To prepare students to manage talents in organizational settings.
5. To explore the strategic role of HR and leadership in talent optimization.

### **Unit 1: Introduction to Talent Management (6 Hr)**

Concept and evolution of Talent Management; Talent Value Chain: Acquisition, Retention, & Development; Talent Management Models (Zinger Model, Six Principles of TM); Talent Practices: India, USA, Europe, other Asian countries; Strategic relevance of talent for competitive advantage; **Cases and latest updates.**

### **Unit 2: Talent Acquisition & Retention Strategies (10 Hr)**

Talent Acquisition lifecycle: Job analysis, sourcing, assessment; Use of Psychometric tools in recruitment; Best practices in recruitment of various MNCs; Employer Branding and Employee Value Proposition (EVP); Employee Engagement & Retention Strategies; **Cases and EVP design exercise.**

### **Unit 3: Talent Development for Global Leadership (8Hr)**

Talent development methods: Coaching, Mentoring, Training; Global Leadership Competencies (GLOBE study, case analysis); Integrated Talent Management Process Succession Planning and Career Development; Use of Meta-Analysis & Talent Analytics; Cases on succession planning; **Exercises on leadership assessment.**

### **Unit 4: Performance Management & Rewards (10 Hr)**

Performance Appraisal Systems (MBO, 360-degree feedback); Compensation and Reward Strategies; Motivating Star Employees and High Potentials; Cultural aspects in talent mobility; Coaching with Compassion (Daniel Goleman framework); Cases on the evaluation of reward policies with latest updates; **Exercises on performance reviews and rewards mapping.**

### **Unit 5: Strategic Talent Management & Contemporary Issues (6Hr)**

Strategic Workforce Planning; Talent Success Drivers & Talent-Powered Organizations; Big Data, AI & Talent Analytics; Talent Management Challenges; Ethical considerations & Future of Work (employment-to-consultation shifts); Cases and latest updates; **Exercises on the talent strategy design using analytics.**

## Suggested Readings

### Textbooks:

1. Berger, L. A., & Berger, D. R. *The Talent Management Handbook*. Association for Talent Development, USA.
2. Joshi & Vohra, *Talent Management*, Cengage India Private Limited
3. Gerard Assey, *Case Studies in Human Resources & Talent Management*
4. Goel Dewakar, *Performance Appraisal and Compensation Management*, PHI

### Reference Books:

1. Silzer, R., & Dowell, *Strategy-Driven Talent Management: A Leadership Imperative*, Jossey-Bass.
2. Goleman, D. *Coaching with Compassion*, Harvard Business Review.
3. Joel Alemibola Elegbe, *Talent Management in the Developing World: Adopting a Global Perspective*, Routledge

## Course Outcomes

COs	Outcome	Bloom's Level
CO1	Remember and understand talent management practices at national and global levels	<b>Remember (K1)</b>
CO2	Apply talent management principles to real-world organizational problems	<b>Apply (K3)</b>
CO3	Analyze the interplay between engagement, motivation, and retention	<b>Analyze (K4)</b>
CO4	Evaluate leadership and HRM roles in managing high-potential talent	<b>Evaluate (K5)</b>
CO5	Design and create comprehensive talent management strategies using analytics	<b>Create (K6)</b>

# EMPLOYEE RELATIONS AND LABOR LAWS

## BMB HR 02

Course Credit: 3

Total Hours: 40

### Course Objectives:

1. To Provide conceptual framework of Industrial Relation
2. To make students aware with the Indian Labor legislation
3. To make students aware with the basic requirements and mandate of labor legislations
4. To help the students to understand the existing framework of Industrial Relation and Labor legislation.

### Unit 1: (9 Hours)

Employee Relations Management (ERM) & Industrial Relation: Introduction and Importance of Employee Relations, Employee Relations Management Tools, Approaches to Understand IR, the Trends of Industrial Relations in India, Factors Leading the Present State of Industrial Relations, Impact of Globalization on the Liberalized Economy Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, **Trade Unionism**: Development of trade unionism, functions, type and structure of trade union, Why Employees Join Trade Unions , Trade Unions in the Eyes of the Management, Politics and Trade Unions, Outside Leadership of Trade Unions problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926 & Amendment Bill, 2019 : Objective, Recognition and registration, Industrial Democracy & Participative Management. **Case Studies**

### Unit2: (8 Hours)

**Collective Bargaining**: Significance, types & procedure of Collective bargaining **Discipline**: The Industrial Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry, **Grievance Handling in IR**: Grievance Settlement Procedure, Industrial Disputes, Preventive & Settlement Machinery in India. **Employee Participation and Empowerment**: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment. **Case Studies**

### Unit 3 (8 Hours)

The Factories Act, 1948 & The Factories (Amendment) Bill, 2016 & The shop & Establishment Act 1948, The Payment of Wages Act, 1936 and amendment in 2020, The Workmen's compensation Act, 1923, The Industrial Disputes Act, 1947

### Unit 4 (8 Hours)

The Payment of Minimum wages act 1948 & its revisions 2019, 2020 & 2021, The Contract Labor (Abolition & regulative) act The ESI Act, 1948 and latest amendments, Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment,

### Unit 5 (7 Hours)

The payment of Bonus Act, 1965 and amendments, The payment of Gratuity Cat, 1972 and its amendment 2018 ,The Maternity Benefit Act, 1961 and amendments, Employee's Provident fund & Miscellaneous Provisions Act, 1952 .

## **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
CO 1: Knowledge of Industrial Relation framework	K1(Remember)
CO 2: Competency to understand the importance of Employee Relation within the perspective of Industrial Relation	K2(Understand)
CO 3: Application of relevant Laws of HR management	K3(Apply)
CO 4: Competency to interpreted and implement the Labor Laws within organization	K5 (Evaluate)
CO 5: Competency mapping to use Collective Bargaining and Grievance redressal Mechanism	K6(Create)

# **Performance and Reward Management**

## **BMB HR 03**

**Course Credit: 3**

**Total Hours: 40**

### **Course Objective:**

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequences of not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.
4. To devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
5. To familiarize the students with the concept of competency mapping and understanding its role in career development.
6. To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

### **Unit1: (7 hours)**

**Introduction to Performance Management System :** Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI).  
**Case Studies**

### **Unit2: (9 hours)**

**Managing Performance:** Methods of managing performance of all the levels of Management, 360 degree Performance Appraisal, MBO and Performance analysis for Individual and organizational development. **Case Studies**

### **Unit3: (7 hours)**

**Contemporary Issues:** Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, **Balance score card:** Introduction and Applications, Advantages and limitations. **Case Studies**

### **Unit 4: (9 hours)**

**Reward System:** Compensation- Definition, Function, and significance. **Job evaluation:** Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical and executive/managerial positions and significance of wage differentials. **Case Studies**

Unit 5: (8 Hours)

**Compensation:** Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes; **Methods of payment:** Time and piece rate. **Fringe benefits & other allowances:** Overtime, City compensatory, Travelling etc. **Regulatory compliance:** Introductions, Wage and Pay commissions, Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Profit Sharing options; **Case Studies.**

**Course Outcomes & Bloom's Taxonomy**

CO 1: Knowledge of Performance Management and Performance Appraisal	K2(Understand)
CO 2: Competency to use the Performance Management	K3(Apply)
CO 3: Knowledge about the Compensation and Reward Systems	K2(Understand)
CO 4: Developing & implementing the effective reward systems in the organization	K6(Create)
CO 5: Ability to explain the relevance of competency mapping and understanding its linkage with career development	K5(Evaluate)

**Suggested Reading:**

1. T V Rao (2007). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness (Response Books)
2. Michael, Armstrong (1999). Performance Management. Kogan Page.
3. Shrinivas R Kandula (2006). Performance Management : Strategies , Intervention & Drivers. Pearson
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh (2012). Compensation and Reward Management, Excel Book
6. Robert Bacal (2007). Performance Management ,McGraw-Hill Education.
7. T V Rao : Performance Management :Towards organisational Excellence (Sage Publications)

# Financial Management (FM) Electives

## Investment and Portfolio Management BMB FM 01

**Credits 3**

**Total Hours 40**

**Course Objective:** This course will emphasize an understanding of the economic forces that influence the pricing of financial assets with an objective

1. **To understand** the fundamental concepts of investment theory and their application in portfolio selection and management.
2. **To apply** appropriate financial models and formulae to solve business problems related to active portfolio management.
3. **To analyze** securities using various tools and techniques to assess risk-return trade-offs and investment performance.
4. **To evaluate** different investment avenues and portfolio strategies to enhance returns and manage risks effectively.
5. **To develop** the ability to construct and manage efficient portfolios by integrating theoretical knowledge with practical insights.

### **Unit I Investments**

**(10 hrs)**

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.

### **Unit II Portfolio Theory**

**(8 Hrs)**

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation risk. Fundamental coefficient, Measurement of systematic Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

### **Unit III Capital Market & Asset Pricing**

**(6 Hrs)**

Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

### **Unit IV Bond, Equity and Derivative Analysis**

**(8 Hrs)**

Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates. Meaning, features, and types of derivatives, Role and significance of derivatives in financial markets, Participants in derivative markets: hedgers, speculators, and arbitrageurs, Regulatory framework of derivative markets

## Unit V Active Portfolio Management

(8Hrs)

Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

### Course Outcomes

S. No.	Course Outcome	Bloom's Taxonomy
1.	CO 1: Understand about various investment avenues.	• K2(Understand)
2.	CO 2: Use the value of assets and manage investment portfolio.	• K3(Apply)
3.	CO 3 : Use & Evaluate of various Models of Investment and its application	• K5(Evaluate)
4.	CO 4: Understand and create various investment strategies on the basis of various market conditions.	• K6(Create)
5.	CO 5: Measure riskiness of a stock or a portfolio position.	• K3 (Apply)

### Suggested Readings:

#### Text Books :

- 1) Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2nd Ed.)
- 2) Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 3<sup>rd</sup> Ed)
- 3) Bhatt- Security Analysis and Portfolio Management (Wiley ,1<sup>st</sup> Ed)
- 4) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
- 5) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 10th Ed)

#### Reference Books

1. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall, 6<sup>th</sup> Ed).
2. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education, 6<sup>th</sup> Ed)
3. Charles P. Jones, Investments Analysis and Management, (John Wiley & Sons, 13 Ed)..
4. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 9/e, John Wiley & Sons, 2001.
5. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, 5/e, Tata McGraw-Hill, New Delhi, 2002.

# **Tax Planning & Management**

## **BMB FM 02**

**Credit 3**

**Total Hours 40**

### **COURSE OBJECTIVES:**

1. **To understand** the principles, structure, and key issues related to different types of taxes in the Indian economy.
2. **To apply** tax policies and provisions in evaluating personal and corporate tax obligations.
3. **To analyze** the role of taxation in promoting economic growth and industrial development.
4. **To evaluate** the impact of direct and indirect taxes, including GST, on corporate decision-making and financial planning.
5. **To develop** the ability to design tax-efficient strategies that align with legal provisions and contribute to sound fiscal management.

### **Unit 1 : Fundamental Concepts**

**(6Hours)**

**Introduction: Definition,** Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax.

### **Unit 2 :Heads of Income and provisions**

**(10Hours)**

**Heads of Income** – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses – Principles, Meaning, inter-sources & inter-head Set Off.

### **Unit 3 : Tax Planning & Management**

**(8 Hours)**

Tax Avoidance, Planning, & Evasion, Income Tax Authorities- Their appointment- Jurisdiction- Powers and functions- Provisions relating to collection and recovery of tax- Refund of tax, Offences, penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of DoubleTaxation Agreements.

### **Unit 4 : Corporate Tax**

**(6Hours)**

Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds.

### **Unit 5 GST**

**(10 Hours)**

**Introduction to GST: GST Concepts** –Advantages and Limitations of VAT – GST as the preferred Tax Structure. Model of GST. Need for Tax Reforms, GST Principles – Single GST, Dual GST; Transactions covered under GST; Impact of GST. Registration and Filing: – Rates of Tax – Rates in Foreign Countries – In India; Assessment and Administration of GST.

## Course Outcomes

S. No.	Course Outcome	Bloom's Taxonomy
1.	CO 1: Understand about various Tax provisions and Tax planning	K2(Understand)
2.	CO 2: Use of tax planning concerning various business and managerial and strategic activities	K3(Apply)
3.	CO 3: Evaluate the various Tax saving options & Rates	K5(Evaluate)
4.	CO 4: Measure Corporate Tax and Taxation in case of business restructuring	K3(Apply)
5.	CO 5: Understand how GST can be calculated & managed.	K3 ( Apply)

## SUGGESTED READINGS

### Text Books :

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication ,Latest Edition according to assessment year)
2. Dr.B.K. Agarwal &Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
3. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
4. Girish Ahuja & Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
5. Datey V.S. – Indirect Taxes – Law & Practice (Taxman ,Latest Edition) 6.E. A.Srinivas Corporate Tax Planning( Tata McGraw Hill, Latest Edition)

### Reference Books & Journals :

1. Dr.Vinod K. Singhania & Dr. Kapil Singhania Students Guide to Income Tax(Taxmann Publication ,Latest Edition)
2. Parthasarathy Corporate Governance: Principles, Mechanisms & Practice (Wiley,Latest Edition )
3. H. P. Ranina Corporate Taxation (Orient Law House, Latest Edition)
- 4.Balachandran- Indirect Taxes ( PHI, Latest Edition)
4. .Income Tax Reports, Company Law institute of India PvtLtd(Chennai Latest Edition)

# Financial Credit and Risk Analysis

## BMB FM 03

**Course Credit: 3**

**Total Hours 40**

### Course Objectives:

1. **To understand** the fundamentals of risk management, its context, and the prevailing perceptions and stereotypes associated with it.
2. **To apply** risk management principles as an enabler for effective decision-making and business performance.
3. **To analyze** the role of risk culture in integrating risk management into organizational processes.
4. **To evaluate** how effective risk management contributes to sustainable competitive advantage.
5. **To develop** a proactive risk culture that positions risk management as a strategic enabler of business success.

**Course Outcome:** On completion of this course, students will be able to:

1. Understand the fundamental principles of credit assessment, creditworthiness evaluation, and risk analysis in financial decision-making.
2. Apply quantitative and qualitative techniques to conduct credit appraisal, financial statement analysis, and borrower risk profiling.
3. Analyze credit risk models and interpret key indicators for assessing default probabilities and portfolio risk.
4. Evaluate credit policies, risk mitigation strategies, and portfolio management practices to enhance financial stability.
5. Develop effective credit strategies and sound risk management frameworks to minimize exposure and ensure sustainable financial performance.

### **UNIT I : Introduction**

**(6 hours)**

Financial Credit: Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery.

### **UNIT II : Trade Credit Risk**

**(8 hours)**

Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. Credit Appraisal: Validation of proposal, Dimensions of Credit Appraisals, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral.

### **UNIT III : Letter of Credit and Loan Commitments**

**(10 hours)**

Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC, Loan commitments, Un-funded lines of credit and their characteristics

Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.

**UNIT IV : Operational Risk Overview**

**(08 hours)**

Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.

**UNIT V : Credit Analysis & Rating**

**(08 hours)**

Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity , operating and cash cycle risk .

Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.

**Course Outcomes: After successful completion of this course students will be able to**

CO 1: Understand about various types of financial credit.	K2(Understand)
CO 2: Understand the credit risk and its rating.	K1(Remember)
CO 3 : Use of credit commitments and its application	K3(Apply)
CO 4: Evaluate the risk management and corporate governance.	K5 (Evaluate)
CO 5: Develop the metrics of Measuring riskiness of a stock or a portfolio position.	K5 (create)

**SUGGESTED READINGS:**

**Text Books & Reference Books**

1. Kotreshwar G -Risk Management: Insurance & Derivatives- 2/e, Himalaya Publishing, Mumbai.
2. Chance -Introduction to Derivatives & Risk Management-, Cengage Learning, New Delhi. 4.Saita.F- Value at Risk and Bank Capital Management,1/e- Elsevier Inc., U.K.
3. Rejda, George E.-Principles of Risk Management and Insurance- Addison Wesley Longman. 6. McNamara- Principles of Risk Management and Insurance-Addison-Wesley
4. Dorfman- Introduction to Risk Management and Insurance- Prentice Hall.
5. Williams &Heins - Risk Management and Insurance-McGraw Hill.
6. James S. Treischmann, Sandra G. Gustavson - Risk Management and Insurance- South Western Thomson Learning.

**OPERATIONS MANAGEMENT ELECTIVES**  
**SUPPLY CHAIN & LOGISTICS MANAGEMENT**  
**BMB OM 01**

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

- Develop a comprehensive understanding of fundamental concepts, processes, and strategies involved in logistics and supply chain management.
- Analyze the role of logistics management in achieving competitive advantage through efficient transportation, warehousing, and distribution systems.
- Evaluate supply chain performance using appropriate measurement tools and frameworks like the SCOR model.
- Examine global supply chain strategies, their design considerations, and the challenges of managing international logistics networks.
- Understand and assess the role of technology, CRM integration, sustainability, and green practices in enhancing supply chain effectiveness.
- Apply contemporary supply chain strategies and logistics practices to real-world scenarios for designing and optimizing supply chains.

**Unit 1 (8 Hours)**

**Supply Chain Concepts:** Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

**Unit 2 (8 Hours)**

**Logistics :**Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

**Unit 3 (8 Hours)**

**Supply Chain Performance:** Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply ChainNetwork.

**Unit 4 (8 Hours)**

**Warehousing:** Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL).

**Unit 5 (8 Hours)**

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain

sustainability.

### Course Outcomes

	Course Outcome	Bloom's Level
CO1	Define and explain the key concepts, stages, strategies, and processes of supply chain management and logistics.	<i>K2: Understanding</i>
CO2	Apply the principles of logistics and supply chain strategies to analyze distribution challenges, transportation functions, and warehousing decisions.	<i>K3: Applying</i>
CO3	Analyze supply chain performance using performance dimensions, SCOR Model, and identify the bullwhip effect and its reduction strategies.	<i>K4: Analyzing</i>
CO4	Evaluate global supply chain strategies, outsourcing decisions (3PL, 4PL), and reverse logistics in the context of network design and operational challenges.	<i>K5: Evaluating</i>
CO5	Design and develop integrated supply chain models using CRM linkages, IT infrastructure, green supply chain principles, and sustainable logistics solutions for business growth.	<i>K6: Creating</i>
CO6	Critically assess best practices and obstacles in supply chain management for continuous process improvement and strategic fit in dynamic business environments.	<i>K5: Evaluating</i>

### Suggested Readings:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning Reference Books
3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
4. Sahay, B.S.; Supply Chain Management; Macmillan
5. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
6. Bowersox D.J. ,Closs D.J. , Logistical Management, McGraw-Hill,

# BUSINESS PROCESS RE-ENGINEERING

## BMB OM 02

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

- Explain the fundamental concepts, scope, and relevance of Business Process Re-engineering (BPR) in modern organizations.
- Analyze business processes using appropriate modeling techniques and process mapping tools.
- Identify and evaluate inefficiencies and bottlenecks in existing processes to determine reengineering opportunities.
- Examine the methodologies, strategies, and tools required to implement BPR successfully.
- Evaluate organizational challenges, change management strategies, and risk mitigation approaches involved in BPR.
- Develop innovative, sustainable, and technology-driven re-engineered processes for organizational competitiveness.

### **Unit 1: (8 Hours)**

**Introduction to Business Process Re-engineering:** Concept, definition, and evolution of BPR, Objectives, significance, and scope of BPR in operations management. Principles and philosophy of BPR. Traditional vs. Re-engineered Processes. Role of BPR in enhancing organizational competitiveness. Critical success factors and myths related to BPR.

### **Unit 2: (8 Hours)**

**Business Process Mapping and Modeling:** Tools and Techniques. Process documentation and process benchmarking. Identifying core and support processes. Analyzing process performance and identifying bottlenecks. Process innovation vs. process improvement. Evaluating BPR readiness.

### **Unit 3: (8 Hours)**

**BPR Life Cycle and Methodology:** Hammer & Champy, Davenport, and other approaches. Strategic alignment and process prioritization. **Role of IT in BPR:** Enterprise Resource Planning (ERP), Artificial Intelligence, and Process Automation. **Tools supporting BPR:** Business Process Management Systems (BPMS), Workflow Automation Tools. Cost-benefit analysis of BPR initiatives. Managing BPR implementation projects. **Case Study Discussions.**

### **Unit 4: (8 Hours)**

**Change Management and Risk Mitigation in BPR:** Organizational change management principles relevant to BPR. Human resource considerations and overcoming resistance to change. Risk identification and mitigation strategies in BPR. Communication strategies for BPR success. Measuring outcomes and impact of re-engineered processes. **Learning from BPR failures:** Global and Indian corporate examples.

### **Unit 5: (8 Hours)**

**Emerging Trends in Process Reengineering:** Digital transformation and BPR. Industry 4.0 and process digitization. Role of Big Data Analytics and Cloud Computing in reengineering processes. Sustainable and green process reengineering. Future directions of BPR in service and manufacturing sectors.

## Case Study.

### Suggested Readings

1. Hammer, M., & Champy, J. (2009). *Reengineering the Corporation: Manifesto for Business Revolution*, Harper Business.
2. Davenport, T. H. (1993). *Process Innovation: Reengineering Work through Information Technology*, Harvard Business School Press.
3. Harrington, H. J. (1991). *Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity, and Competitiveness*, McGraw-Hill.
4. Sethi, P. (2010). *Business Process Reengineering: Text and Cases*, Excel Books.
5. Rosing, M. von, White, S., & Cummins, F. (2015). *Business Process Management: Practical Guidelines to Successful Implementations*, Morgan Kaufmann.
6. Saxena, P. (2013). *Process Reengineering and Workflow Automation*, Tata McGraw-Hill.
7. Sharma, R. B. (2015). *Business Process Reengineering and Change Management*, Global India Publications.

### Course Outcomes

	Course Outcome	Bloom's Level
CO1	Define and explain the fundamental concepts, objectives, principles, and scope of Business Process Re-engineering in operations management.	K2: Understanding
CO2	Apply process mapping techniques and process modeling tools to analyze existing business processes and identify reengineering opportunities.	K3: Applying
CO3	Analyze organizational processes to detect inefficiencies, bottlenecks, and areas requiring reengineering, considering operational and strategic factors.	K4: Analyzing
CO4	Evaluate BPR methodologies, frameworks, and IT-enabled tools for successful process transformation in diverse industries.	K5: Evaluating
CO5	Design and develop innovative, technology-driven, and sustainable reengineered processes aligning with organizational strategies and competitiveness.	K6: Creating
CO6	Critically assess the role of change management and risk mitigation strategies in successful BPR implementation, using real-world organizational examples.	K5: Evaluating

# QUALITY MANAGEMENT

## BMB OM 03

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

1. To provide a comprehensive understanding of the fundamental concepts, principles, and evolution of quality management.
2. To familiarise learners with quality philosophies, frameworks, and globally recognised quality management practices.
3. To develop the ability to apply quality improvement tools, techniques, and statistical methods for process optimisation.
4. To enhance analytical skills for evaluating total quality management approaches, Six Sigma, and benchmarking strategies.
5. To enable learners to assess and implement national and international quality standards, audits, and certifications for organisational excellence.

### **Unit 1( 8Hours)**

**Quality Concepts:** Evolution of Quality Management, Concepts of Quality, Quality Control v/s Quality assurance , Dimensions of Quality, Principles of Quality, Deming's, Juran's & Crosby's Quality Philosophy, Quality Cost, Quality Leadership, Role of Top Management.

### **Unit 2 (8 Hours)**

**Quality Management System (QMS) & Process Quality Improvement :** Basics of QMS, 7 QC tools, Regression Control Charts, Process Capability and Analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Different Cost associated with Quality like Assurance cost, Failure cost , prevention cost, rectification cost, appraisal cost, Process failure mode and effect analysis (PFMEA), Understanding Service Quality, case studies.

### **Unit 3 (7 Hours)**

**Product Quality Improvement:** Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis.

### **Unit 4 (9Hours)**

**Total Quality Management:** Meaning of TQM, Elements of Total Quality Management, Quality Circles, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development & Design. Benchmarking, Quality Function Deployment (QFD), Taguchi's Quality Engineering, Total Productive Maintenance (TPM)

### **Unit 5 (8 Hours)**

**Quality Standards :** ISO-9000 and its concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Quality Audit, Quality Awards.

### **Suggested Readings**

1. Mitra A., Fundamentals of Quality Control and Improvement, PHI

2. Lt. Gen. H. Lal, “Total Quality Management”, Eastern Limited
3. Greg Bounds, “Beyond Total Quality Management”, McGraw Hill
4. Menon, H.G, “TQM in New Product manufacturing”, McGraw Hill
5. D. C. Montgomery, Introduction to Statistical Quality Control, John Wiley & Sons,
6. J Evans and W Linsay, The Management and Control of Quality, Thomson
7. Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education,
8. D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, JohnWiley & Sons

**Course Outcome:**

Sl	CO Code	CO Statement	Bloom’s K Level
1	CO1	Define the fundamental concepts, scope, and significance of business in a war economy.	K1 – Remember
2	CO2	Explain the impact of wars on global and national business environments, trade policies, and supply chains.	K2 – Understand
3	CO3	Apply economic theories to assess how wars influence production, employment, and corporate strategies.	K3 – Apply
4	CO4	Analyse business opportunities, risks, and sectoral shifts arising during and after wartime economies.	K4 – Analyse
5	CO5	Evaluate ethical, social, and long-term economic implications of war-driven business strategies.	K5 – Evaluate

**INTERNATIONAL BUSINESS (IB) ELECTIVES**  
**INTERNATIONAL BUSINESS MANAGEMENT**  
**BMB IB 01**

**Course Credits 3**

**Contact Hours 40**

**Course objectives**

1. To introduce the basic concepts, importance, and theories of international business and trade.
2. To explain various trade policies, tools, and India's role in global trade.
3. To help students understand global business environments and political systems.
4. To teach the fundamentals of international marketing, including market research and strategy.
5. To give knowledge of global business strategies, institutions, and international operations

**Unit 1: Introduction to International Business and Trade Theories (8 Hours)**

Nature, scope, and importance of international business, introduction to EPRG & LPG frameworks, major modes of market entry: exporting, joint ventures, FDI, licensing, wholly owned subsidiaries, theoretical foundations: classical and modern trade theories, Leontief paradox, PLC theory, national competitive advantage, and factor mobility theory.

**Unit 2: Trade Policy & Commercial Instruments (6 Hours)**

Instruments of commercial policy: tariffs, quotas, subsidies, non-tariff barriers, economic multiplier effects (with numerical examples), trade protectionism, India's foreign trade policy, Make in India initiatives, LPG policy framework.

**Unit 3: Business Environment & Political Economy (10 Hours)**

International business environment analysis: PESTEL covering economic, political, cultural, technological factors, cultural dimensions: language, religion, communication styles in business contexts, political and legal frameworks: systems of governance, legal protection, IPR, and national risk factors. Latest updates and cases.

**Unit 4: International Marketing (8 Hours)**

Introduction to International Marketing: Definition, scope and importance; Differences between domestic and international marketing; EPRG framework (Ethnocentric, Polycentric, Regiocentric, Page 33

Geocentric); Environmental factors affecting international marketing – Political, Economic, Social, Cultural, Technological, Legal; Hofstede’s cultural dimensions and their impact on marketing decisions; International market research and segmentation; International product and pricing decisions. Latest updates and cases.

**Unit 5: International Strategy, Institutions and Operations (8 Hours)**

Global business strategy: standardization vs localization, international expansion strategies including M&A, alliances, licensing, franchising, international marketing, supply chain and logistics management, use of Incoterms, role of trade promotion bodies in India (EXIM Bank, ECGC), global institutions and trade agreements: WTO, GATT, IMF, World Bank, TRIPS, TRIMS, GATS, regional economic blocs: EU, ASEAN, NAFTA, SAARC, emergence and strategies of multinational firms, Indian export promotion schemes and SEZ policies.

**Outcomes**

CO	Course Outcome (CO)	Bloom’s K Levels
CO1	Apply international trade theories to analyze global markets.	Understand(K1) and Apply(K3)
CO2	Evaluate the impact of trade policies on international business.	Evaluate(K5)
CO3	Analyze global business environments including political and cultural factors.	Analyze(K4)
CO4	Evaluate international marketing strategies for diverse markets.	Evaluate(K5)
CO5	Formulate global business strategies incorporating trade institutions and operations.	Create(K6)

**Suggested Readings**

1. Srinivasan, R. (2016). International Marketing (4th ed.). PHI Learning Pvt. Ltd.
2. Rajagopal. (2018). Marketing Research: Fundamentals, Process, and Implications. Nova Science Publishers Inc.
3. Ramaswamy, V. S., & Namakumari, S. (2018). Marketing Management: Indian Context, Global Perspective (6th ed.). SAGE Publications Pvt. Ltd.
4. J. Keegan Warren & Mark C G(2018), Global Marketing, Pearsons
5. Onkvisit, S., Merz, M. A., & Shaw, J. J. (2025). International Marketing: Strategy and Theory (6th ed.). Routledge.

# **EXPORT-IMPORT DOCUMENTATIONS**

## **BMB IB 02**

**Course Credits: 3**

**Contact Hours: 40**

### **Course Objectives:**

1. To explain the structure and procedures involved in Indian export-import operations;
2. To equip students with practical knowledge of documentation as per Indian EXIM policy;
3. To introduce Indian digital trade platforms such as DGFT, ICEGATE, and e-Sanchit;
4. To familiarize students with customs, shipping, and payment procedures in India;
5. To develop skills to independently prepare and verify export-import documentation.

### **Unit 1: Indian EXIM Framework and Registration**

**(8Hr)**

Latest Foreign Trade Policy (FTP) overview; objectives and key provisions; role of Directorate General of Foreign Trade (DGFT), Export-Import Bank of India (EXIM Bank), Export Promotion Councils (EPCs), Special Economic Zones (SEZs); types of exports and imports; registration processes including Import Export Code (IEC), Registration Cum Membership Certificate (RCMC) and Authorized Dealer Code (AD Code); overview of Start-up and Micro, Small and Medium Enterprises (MSME) support in India's FTP.

### **Unit 2: Commercial and Regulatory Documentation**

**(8Hr)**

**Commercial documents:** proforma invoice; commercial invoice; packing list; certificate of origin from Directorate General of Foreign Trade (DGFT) and chamber of commerce; inspection and quality certificates (Food Safety and Standards Authority of India (FSSAI), Agricultural and Processed Food Products Export Development Authority (APEDA); **regulatory documents:** shipping bill; bill of entry; Goods and Services Tax (GST) invoice for exports; e-invoicing compliance; overview of GST refund mechanisms for exports.

### **Unit 3: Shipping, Logistics & Insurance Documentation**

**(7Hr)**

**Indian logistics infrastructure:** Inland Container Depots (ICDs); Container Freight Stations (CFS); Special Economic Zones (SEZs); role of shipping lines and freight forwarders; types of shipments: Full Container Load (FCL) vs Less than Container Load (LCL); types of transport

documents: bill of lading; airway bill; multimodal transport documents; marine insurance in India.

#### Unit 4: Banking, Payment & Foreign Exchange Documents

(9Hr)

**Payment modes in Indian trade:** advance payment; documents against payment (DP); documents against acceptance (DA); letter of credit (LC) process under Uniform Customs and Practice for Documentary Credits (UCPDC) norms; Reserve Bank of India (RBI) and Foreign Exchange Management Act (FEMA) guidelines on foreign exchange (forex) management; Authorized Dealer (AD) bank's role; **banking documents:** electronic Bank Realization Certificate (e-BRC); Foreign Inward Remittance Certificate (FIRC); Goods Receipt (GR) form; Shipping Declaration Form (SDF); steps for foreign currency realization and repatriation.

#### Unit 5: Customs Procedures and Digital Trade Platforms

(8Hr)

Overview of Indian Customs Act; customs clearance process for exports and imports; role of Customs House Agent (CHA); Indian Customs Electronic Gateway (ICEGATE) registration; uploading documents online (shipping bill, electronic Certificate of Origin (e-CoO), electronic Bank Realization Certificate (e-BRC)); Indian Single Window System; trade analytics and compliance monitoring tools.

#### Course Outcomes (COs)

COs	Course Outcome	Knowledge Level (K-Level)
CO1	Explain the legal and regulatory framework of export-import in India	K2 – Understanding
CO2	Identify and describe commercial, shipping, banking, and regulatory documents used in India	K1 – Remembering
CO3	Apply documentation procedures using Indian portals such as DGFT and ICEGATE	K3 – Applying
CO4	Analyze documentation requirements under various Indian trade schemes and customs processes	K4 – Analyzing
CO5	Design a complete export-import document set for a sample Indian trade transaction	K6 – Creating

#### Suggested Readings

- Mahajan, M. I. (2015). *Export-import procedures and documentation* (26th ed.). Snow White Publications Pvt Ltd.
- Balagopal, T. A. S. (2016). *Export management* (22nd ed.). Himalaya Publishing House.
- Cherunilam, F. (2007). *International trade and export management* (4th revised ed.). PHI Learning.
- Paul, J., & Aserkar, R. (2013). *Export-import management*. Oxford University Press.
- Directorate General of Foreign Trade. (2023). *Foreign trade policy 2023 & handbook of procedures*. Government of India, Ministry of Commerce and Industry.

## **GEO POLITICS AND TRADE**

### **BMB IB 03**

**Course Credits 3**

**Contact Hours 40**

### **Course Objectives**

1. To introduce the basics of geopolitics and how it shapes global trade.
2. To explain how conflicts and political issues disrupt international trade.
3. To understand the role of energy and resources in trade decisions.
4. To explore how global alliances and trade blocs influence trade flows.
5. To examine new risks in global trade and future geopolitical challenges.

#### **Unit 1: Introduction to Geopolitics and the Global Trade Order (8 Hours)**

Meaning and scope of geopolitics, relationship between geography, power, and economics, historical evolution of geopolitical trade (Silk Road to WTO), role of nation-states in trade influence, geostrategy and economic nationalism in trade decisions.

#### **Unit 2: Geopolitical Conflicts and Trade Disruptions (8 Hours)**

Strategic use of trade restrictions: sanctions, embargoes, and tariffs, conflicts and wars impacting trade flows (e.g., Russia-Ukraine, Israel-Palestine), disruption of global supply chains due to political instability, control over critical raw materials (oil, gas, rare earths), case studies: Strait of Hormuz, Suez Canal, South China Sea. Latest updates.

#### **Unit 3: Resource Geopolitics and Energy Security (8 Hours)**

Global energy politics: pipelines, ports, and control zones, political economy of OPEC+ and fuel pricing, climate politics: carbon tariffs, green subsidies, energy transition diplomacy, competition over water and agricultural trade resources, resource diplomacy: energy aid, extraction deals, infrastructure influence. Latest updates.

#### **Unit 4: Power Blocs, Alliances, and Regional Trade Politics (8 Hours)**

Formation and impact of global power blocs (BRICS, G7, G20, QUAD), strategic trade alignments: Belt and Road Initiative, Indo-Pacific strategy, trade agreements with geopolitical motives (e.g., RCEP, IPEF, EU-African deals), politics behind FTAs, customs unions, economic corridors, soft power, foreign aid, trade missions in foreign policy. Latest updates.

#### **Unit 5: Emerging Risks and the Future of Political Trade (8 Hours)**

Technology and trade tensions: AI, semiconductors, data localization, cybersecurity, digital surveillance, trade infrastructure risk, friend-shoring, near-shoring, supply chain reconfiguration,

satellite-based trade surveillance, maritime control, future outlook: multipolar world, global fragmentation, trade resilience strategies. Latest updates.

### Course Outcomes

CO	Course Outcome (CO)	Bloom's K Levels
CO1	Explain the relationship between geography, power, and international trade.	Remember (K1) and Understand(K2)
CO2	Analyze the impact of conflicts and political disruptions on global supply chains.	Analyze(K4)
CO3	Evaluate the geopolitical influence of energy, water, and agricultural resources on trade.	Evaluate(K5)
CO4	Assess the role of power blocs and alliances in shaping regional and global trade flows.	Evaluate(K5)
CO5	Recommend strategies for navigating future trade risks in a fragmented world order.	Create(K6)

### Suggested Readings

1. Mavroidis, Petros C. (2024). *Industrial Policy, National Security, and the Perilous Plight of the WTO*. Oxford University Press
2. Baru, Sanjaya. (2016). *India and the World: Essays on Geoeconomics and Foreign Policy*. Academic Foundation.
3. Dadush, Uri. (2024). *Geopolitics, Trade Blocks, and the Fragmentation of World Commerce*. Lexington Books.
4. Scholten, Daniel (Ed.). (2023). *Handbook on the Geopolitics of the Energy Transition*. Edward Elgar Publishing.

Sottilotta, Cecilia Emma, Campisi, Julian, Leitner, Johannes, & Meissner, Hannes (2025). *The Routledge Handbook of Political Risk* (1st ed.). Routledge

## **INFORMATION TECHNOLOGY (IT) ELECTIVES**

### **SOFTWARE ENGINEERING AND MANAGEMENT BMB IT 01**

**Credits: 3**

**Contact Hours 40 L**

#### **Course Objectives**

- To understand the fundamentals of information system development and system design processes.
- To apply structured analysis and documentation techniques such as DFDs, ERDs, and data dictionaries.
- To develop practical skills in application prototyping, project planning, cost estimation, and resource analysis.
- To evaluate design methodologies in data management and e-commerce system architectures.
- To identify security and auditing requirements in software systems and suggest appropriate control mechanisms.
- To implement best practices for software quality assurance, system maintenance, and business continuity.

#### **Unit - I: 6hrs**

**Introduction to Information System Development:** Overview of System Analysis and Design; Business System Concepts; Categories of Information Systems; Strategies for System Development; Implementation and Evaluation of Systems; Managing the Application Development Portfolio

#### **Unit - II: 8 hrs**

**Analysis Techniques & Tools:** Study of Existing Systems - Information Requirement Analysis, System Documentation; Structured Analysis - Data Flow Tools: Data Flow Diagrams (DFD), Data Dictionary Concepts; Application Prototype Development - Steps, Uses, Tools, and Strategies; Computer-Aided System Tools (CASE); Project Planning Fundamentals- Cost Estimation, Work and Resource Estimation, Risk Analysis in Software Projects

#### **Unit - III: 8 hrs**

**System Design and Data Management:** Principles of System Design; Input-Output Design for

Business Applications; Design of Online Catalogues; File Organization and Design Techniques; Database Concepts and Design

**Unit - IV: 8 hrs**

**Systems Analysis and Design in E-Commerce:** E-Commerce Models: B2B, B2C, and C2C; Advantages and Disadvantages of E-Commerce Systems; E-Commerce System Architectures; Security Considerations in E-Commerce

**Unit - V: 10 hrs**

**Business System Development and Implementation:** System Testing and Quality Assurance; Documentation for Systems; Implementation and Development Processes; Hardware and Software Selection Criteria; System Maintenance and Support

**Security Control and Auditing:** Security and Auditing of Information Systems; Objectives and Techniques of Information System Controls; Auditing Information Systems; Disaster Recovery and Business Process Continuity Planning

**Course Outcomes (COs)**

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand the lifecycle stages of system development and distinguish between types of information systems.	K2 (Understanding)
CO2	Apply structured analysis techniques to design business applications and document systems using appropriate tools.	K3 (Applying)
CO3	Analyze cost estimation models, risk management strategies, and project planning techniques in software development.	K5 (Evaluating)
CO4	Evaluate database design principles and e-commerce architectures in the context of online business systems.	K5 (Evaluating)
CO5	Develop and justify software control, auditing, and continuity plans to ensure quality and system integrity.	K6 (Creating)

**Suggested Readings:**

- Senn, J. A., Analysis & Design of Information System; McGrawHill
- Jalote, P., An Integrated Approach to Software Engineering, Narosa Publications
- Awad, E. M., System Analysis and Design, Galgotia
- Hoffer, J. A., George, J. F. and Valacich, J. S., Modern Systems Analysis and Design, Pearson

# EMERGING TECHNOLOGIES FOR BUSINESS

## BMB IT 02

**Credits: 3**

**Contact Hours 40 L**

### Course Objectives

- To understand the evolution of emerging technologies and their relevance to business strategy in the era of Industry 4.0.
- To examine the architecture and application of data science, big data, and cloud technologies in business contexts.
- To analyze the integration of AI, IoT, and computer vision in domains such as manufacturing, retail, and healthcare.
- To explore the disruptive impact of blockchain, 3D printing, and advanced computing technologies.
- To assess immersive technologies like AR, VR, MR, and their roles in customer experience and business transformation.
- To evaluate ethical, cybersecurity, and sustainability challenges in deploying emerging technologies.

### Unit - I: 8 Hours

**Foundations of Digital & Emerging Technologies:** Evolution of technology and the Fourth Industrial Revolution (Industry 4.0); Introduction to digital transformation in business; Overview of enabling technologies and business drivers; Human-machine interaction; future trends in business technology adoption; Introduction to programmable networks, devices, and automation

### Unit - II: 8 Hours

**Data Science, Big Data & Cloud Computing:** Understanding data, information, data value chain, and types; The data pipeline: collection, cleaning, storage, analysis, curation, and visualization; Big Data: key concepts and business use cases; Role of data science in business analytics and decision-making; Cloud Computing: fundamentals, service models (IaaS, PaaS, SaaS), deployment models; Cloud platforms for data storage, management, and scalable analytics

### Unit - III: 6 Hours

**Artificial Intelligence, IoT & Computer Vision:** Artificial Intelligence (AI): machine learning, deep learning, business applications; IoT: architecture, devices, enabling networks, and business implementations; Use of IoT in supply chain, healthcare, smart cities, manufacturing; Computer Vision: fundamentals, business applications in quality control, retail, and automation; Integration of AI & IoT for intelligent products and smart services

### Unit - IV: 12 Hours

**Blockchain, 3D Printing & Other Disruptive Technologies:** Blockchain fundamentals: distributed ledgers, smart contracts, business applications (finance, supply chain, traceability); Real-world challenges and regulatory considerations for blockchain adoption; 3D Printing (Additive Manufacturing): technology, business use cases, supply chain impact, mass customization; Survey of additional emerging technologies (e.g., neuromorphic computing, quantum computing, edge computing)

**AR, VR, MR & Virtual Try-On in Business:** Augmented Reality (AR), Virtual Reality (VR), and Mixed Reality (MR): differences, technologies, and development; Immersive experiences in business: marketing, training, product design, simulation; Virtual Try-On: concepts, enabling technologies (AR/AI), applications in retail, fashion, beauty, home décor; Data-driven personalization and customer engagement via immersive technologies; Challenges and opportunities of implementing immersive solutions

**Unit - V: 6 Hours**

**Ethics, Security, Sustainability & Leadership in Emerging Tech:** Data privacy, security, and compliance (GDPR, other regulations); Cybersecurity issues in cloud, AI, IoT, and blockchain adoption; Ethics and bias in AI, big data, and immersive technologies; Sustainable technology adoption and digital responsibility; Leadership and future workplace skills: managing innovation, change management, digital strategy

**Course Outcomes (COs)**

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand the strategic importance of emerging technologies in modern business transformation.	K2 (Understanding)
CO2	Apply data science, cloud, and big data concepts in real-world analytics scenarios.	K3 (Applying)
CO3	Analyze how AI, IoT, and computer vision can be leveraged for intelligent automation and services.	K4 (Analyzing)
CO4	Evaluate the application and implications of blockchain, 3D printing, and other disruptive technologies.	K5 (Evaluating)
CO5	Develop strategic insights for integrating AR/VR and address ethical, security, and sustainability concerns.	K6 (Creating)

**Suggested Readings:**

- Brynjolfsson, E., & McAfee, A. The Second Machine Age, W. W. Norton & Company.
- Marr, B. Big Data in Practice, Wiley.
- Tapscott, D., & Tapscott, A. Blockchain Revolution, Penguin.
- Greengard, S. The Internet of Things, MIT Press.
- Lewrick, M., Link, P., & Leifer, L. The Design Thinking Toolbox, Wiley

# DATABASE MANAGEMENT SYSTEM

## BMB IT 03

**Credits: 3**

**Contact Hours 40 L**

### Course Objectives

- To understand the core principles and architecture of database systems.
- To develop ER models and relational schema for real-world applications.
- To formulate complex SQL queries and apply normalization techniques.
- To analyze query optimization and transaction management strategies.
- To examine database security, recovery, and concurrency mechanisms.
- To explore emerging concepts in distributed databases and data warehousing.

### Unit - I: 6 hrs

**Introduction to Database Systems:** Basic concepts: Data, information, fields, records, files, databases; Evolution and need for database systems in business; Data models: Hierarchical, network, relational, object-oriented; File-oriented systems vs. Database systems; Three-layered architecture of DBMS; Applications and advantages/disadvantages of DBMS

### Unit - II: 8 hrs

**Data Modelling & Database Design:** Entity-Relationship (ER) Model - Entities, attributes, relationships, constraints, ER diagrams, extended features (generalization, specialization, aggregation); Relational database model - Structure, keys (primary, foreign), integrity constraints, Normalization (1NF, 2NF, 3NF, BCNF); Relational schema and table design; Role and responsibilities of the Database Administrator (DBA)

### Unit - III: 8 hrs

**Relational Query Languages:** Structured Query Language (SQL) -Data Definition Language (DDL), Data Manipulation Language (DML), Creating, altering, and deleting tables, Data types, constraints, aggregate functions, Joins, sub-queries, views, transaction control commands (commit, rollback); Relational algebra and calculus - Operators: Selection, projection, join, set operations

### Unit - IV: 8 hrs

**Database Implementation & Management:** Database storage and physical structures - Indexing, B-trees, hashing; Query processing and optimization - Evaluation strategies, query cost analysis; Backup, recovery, and disaster management; Concurrency control: Locking, timestamping, deadlocks; Transaction management and ACID properties

### Unit - V: 10 hrs

**Security, Authorization, and Advanced Topics:** Database security: Authentication, authorization, privileges, threats; Auditing, access controls, violation handling; Data integrity and constraints; Distributed databases and client-server architecture basics; Introduction to data warehousing, OLAP, OLTP, and data mining concepts

**Practical Applications & Case Studies:** Use of commercial and open-source DBMS (e.g., MySQL, Oracle, SQL Server); Case studies from finance, marketing, HR, retail, and e-commerce sectors; Designing and demonstrating a relational database for a business use case

### Course Outcomes (COs)

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand fundamental database concepts and the need for DBMS in modern organizations.	K2 (Understanding)
CO2	Apply data modeling techniques to design relational databases and use SQL for data manipulation.	K3 (Applying)
CO3	Analyze database normalization and indexing methods for data integrity and performance.	K4 (Analyzing)
CO4	Evaluate transaction management, backup, and recovery mechanisms.	K5 (Evaluating)
CO5	Design and implement secure, scalable databases and understand trends in warehousing and data mining.	K6 (Creating)

### Suggested Readings:

- Chakrabarti- Advance Database Management System (Wiley Dreamtech)
- Beynon- Davies P- Database Systems (Palgrave, 2003)
- Karthikeyan- Understanding Database Management System (Acme Learning)
- Hoffer- Modern Database Management (Pearson Education, 6th edition)
- Alexis and Leo- Database Management System (Vikas, 2003.)
- Majumdar and Bhattacharya- Database Management System (Tata Mc Graw Hill, 1996).
- Navathe- e-Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

# CO OPERATIVE MANAGEMENT ELECTIVES

## PRINCIPLES AND PRACTICES OF CO-OPERATION

### BMB CM 01

**Course Credit: 3**

**Contact Hours: 40**

#### **Course Objectives**

1. To impart knowledge about different Co-operative thoughts
2. To introduce to the evolution of Co-operative movement in India
3. To acquire knowledge about the various Committees on Co-operatives
4. To impart knowledge in Co-operatives and other economic enterprises
5. To familiarize the students on the recent developments in Co-operatives

#### **UNIT I (9 Hrs)**

**History of Co-operative Thought:** Pre-Rochdale Thought; Robert Owen, Dr. William King, and Charles Fourier; Rochdale Model; Post-Rochdale Cooperative Thought; Dr. Warbasse, Charles Gide, Raiffeisen and Schulz; Capitalism, Socialism and Co- operation as Economic Systems; ICA - Cooperative Identity Statement 1995; Definition, Principles and Values of Cooperation.

#### **UNIT II (8 Hrs)**

**Co-operative Management:** Objectives and Functions of Co-operative Management; Democratic Structure in Cooperatives; Membership, General Body, Board, and CEO; Bye Laws and their Amendment; Special features of Co-operative Leadership; Cooperative elections; Need for professional management in Co-operatives.

#### **UNIT III (8 Hrs)**

**Co-operative Administration:** Role of State and Union Government in Co -operative Administration; Role, powers and functions of the Registrar; Co-operative Department set up in States; Functional Registrars; Delegation of Powers and Functions of Registrar; Ministry of Cooperation.

#### **UNIT IV (9 Hrs)**

**Apex Co-operative Institutions in India;** Role and Functions of NABARD, NCDC, NDDB, NAFED, IFFCO, KRIBHCO, and AMUL; Co-operative Education and Training in India; Cooperative Day, Cooperative Week, Cooperative Flag, and Cooperative Journals.

#### **UNIT V (6 Hrs)**

**Co-operation in Foreign Countries:** Co-operative Credit Movement in Germany; Consumer Co-operatives in U.K and Sweden; Dairy Co-operatives in Denmark.

### Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1. The students will understand the history and principles of co-operation.	Knowledge (K2)
2	CO2. To Understand the different school of co-operative thoughts.	Remembering (K1)
3	CO3. The students gain knowledge about the co-operation and other form of economic organization.	Comprehending (K3)
4	CO4. To know about the origin & development of foreign co-operatives.	Knowledge (K2)
5	CO5. To make students understand about the co-operative movement in India.	Knowledge (K2)

### Suggested Readings

- Dr. B.S. Mathur, Co-operation in India - Sahitya Bhawan, New Delhi, 2015.
- John Winfred and V.Kulandaiswamy, Co-operative Thought, Rainbow Publications, 1987.
- Dr.O.R.Krishnaswami and Dr. V. Kulandaiswamy, Co-operation Concept and Theory, Arudra Academy, 2000.
- R.D. Bedi, Theory, History and Principles of Co-operation, R. Lall Book Depot, Meerut, 2014.
- Dr.V. Kulandaiswamy, Co-operative Dairying in India, Rainbow Publications, 1986.

# CO-OPERATIVE LEGISLATION

## BMB CM 02

**Course Credit: 3**

**Contact Hours: 40**

### Course Objectives

1. To understand the history of Co-operative legislation in India
2. To familiarize with essential provisions of Uttar Pradesh Cooperative Societies Act.
3. To learn the State aid, duties and privileges given to registered societies.
4. To impart the regulatory provisions relating to Co-operatives audit, inquiry and inspection.
5. To know the functions and recruitment process of Uttar Pradesh Sahkari Seva Mandal.

### UNIT I (9 Hrs)

**Legal Framework for Cooperatives:** History of Co-operative Legislation in India; Co-operative Credit Societies Act 1904; Co-operative Societies Act 1912; Model Co-operative Societies Bill 1957; Model Co-operative Societies Bill 1991; Self-reliant Co-operative Societies Act 1999; Multi-state Co-operative Societies Act 2002; 97<sup>th</sup> Constitution Amendment 2011.

### UNIT II (9 Hrs)

**The Uttar Pradesh Cooperative Societies Act, 1965 and Rules, 1968:** Provision relating to Registration; Amendment of Bye Laws; Division and Amalgamation; Qualifications; Obtaining Membership; Rights and Liabilities of Members; Management; Qualification and Disqualification of Board.

### UNIT III (6 Hrs)

**Registration of Cooperative Societies:** Duties and Privileges of Registered Societies; Properties and funds of Registered Societies; Net Profit Distribution; Audit; Inquiry; Inspection; Settlement of Disputes; Surcharge; Offences and Penalties.

### UNIT IV (9 Hrs)

**Arbitration and Liquidation:** Arbitration & Supersession of the board; Winding up of Registered Societies; Execution of orders; Co-operative Tribunals; Appeals; Revision; Review; Procedure for Liquidation; Circumstances of Wind up; Appointment; Power of Liquidator; Disposal of records of wound up of society; Cancellation of registration of a society.

### UNIT V (7 Hrs)

**Provision Relating to Employees of Co-operatives:** Common Cadre; Recruitment Bureau; Selection; Placement; Offences and Penalties to Employees; Provision relating to Appeal; Revision; Review; Cooperative Tribunals.

## Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1.Gain knowledge on History of Co-operative Legislation and its importance.	Remembering (K1)
2	CO2. Apply the registration procedure and management of co-operatives.	Comprehending (K3)
3	Cos. Knowing State aid, duties and privileges of Registered Societies.	Knowledge (K2)
4	CO4. Describe and Practice of audit report, inquiry and investigation procedures of co-operatives.	Knowledge (K2)
5	CO5. Acquaintance on Cooperative Recruitment and Selection Procedure.	Comprehending (K3)

## Suggested Readings

1. Vidwans M.D, Cooperative Law in India. Sahitya Bhavan Publishers, New Delhi, 1956.
2. Goel. B.B. Cooperative Legislation Trends and Dimensions, Deep and Deep Publication New Delhi. (2013).
3. The Uttar Pradesh Co-operative Societies Act. 1965 and rules 1968.
4. The Uttar Pradesh Co-operative Societies (Amendment) Act, 2020.
5. The Uttar Pradesh Co-operative Societies Employees Service Regulations, 1975.
6. Weeraman P.E. The Effect of Cooperatives Law on the Autonomy of Cooperatives in South East Asia, New Delhi, ICA. 1989.
7. Weeraman P.E. A Model Cooperatives Societies Law with the Authors Commentary, New Delhi, ICA, 1994.
8. New Delhi, ICA, 1994.

# CREDIT CO-OPERATIVES

## BMB CM 03

**Course Credit: 3**

**Contact Hours: 40**

### Course Objectives

1. To understand the origin and development of Co-operative credit.
2. To gain knowledge about various commissions and committees on Co-operative Credit.
3. To know about Co-operative credit structure (ST, MT and LT)
4. To discuss the role, importance and challenges of credit Co-operatives in India

### UNIT I (9 Hrs)

**Agricultural Co-operative Credit:** Classification of Cooperatives; Agriculture and Non Agriculture Cooperatives; Cooperative Credit; Cooperative Banking Structure: S.T, M.T & L.T; Principles of Good Credit System; Advantages of Co- operative Credit; Constitution and Functioning of PACS; Crop Loans; Re- organization of PACS; S.T. Loan Policy and Procedures; Linking of Credit with Marketing; M.T. Credit - Purpose and Security; NFS Lending; and Micro Credit.

### UNIT II (9 Hrs)

**Co-operative Development:** Meaning; Economic Planning and Cooperatives; Co-operatives in Five Year Plans; Recommendations of various Cooperative Committees: Mehta Committee; Mirdha Committee; AIRCSC; AIRCRC; CRAFTICARD; ACRC; and Task Force on ST and LT Co-operative Credit Structure (Vaidyanathan Committee), and Narasimham Committee (Prudential Norms).

### UNIT III (8 Hrs)

**DCCB & SCB:** Significance of DCCBs and SCBs in ST Cooperative Credit; Constitution and Working; Mobilization of Deposits; Lending Operations; Over Dues and NPA; Apex Banks; Constitution and Working; Functioning of National Federation of State Cooperative Banks, Latest developments in Cooperative Banking.

### UNIT IV (8 Hrs)

**L.T. Credit:** Need for a Separate Agency to provide L.T. Credit; Constitution and Working of Primary and State Co-operative Agricultural and Rural Development Bank; Debentures- Types; Procedures; Problems and Sinking Fund; National Federation; Single Window Co-operative Credit Delivery System; and Multi Agency Approach.

### UNIT V (6 Hrs)

**Non-Agricultural Credit Co-operatives:** Constitution and Functions of Co-operative Urban Banks; Employees Co-operative Thrift and Credit Societies; Co-operative Housing Societies; Industrial Co-operative Banks; NABARD and RBI.

## Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1. Identify co-operative credit methods and structure of credit.	Remembering (K1)
2	CO2. Describe the co-operative development and Recommendation of various committees.	Knowledge (K2)
3	CO3. To gain knowledge about functions of CCB and state co-operative bank.	Knowledge (K2)
4	CO4. To know the significance of long term structure.	Remembering (K1)
5	CO5. Describe the constitutions and functions of non-Agricultural credit co-operatives.	Comprehending (K3)

## Suggested Readings

1. Dr. B.S. Mathur. Co-operation in India - Sahitya Bhawan, 2015.
2. R.D.Bedi, Theory. History and Principles of Co-operation, R. Lall Book Depot, Meerut, 2000.
3. B.L Mathur, Rural Development and Co-operation, RBSA Publishers. 2006.
4. C.R.Reddy, Rural Banking in India. Rainbow Publications, 1987.
5. Nakkiran and John Winfred. A. Co-operative Banking In India, Rainbow Publications, 1988.