



**XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)**

*A Jesuit B-School*

St. Xavier's College (Autonomous)

Palayamkottai

# **CURRICULUM**

## **REGULATION-2023**

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## Foreword

Welcome to the vibrant world of Xavier Institute of Business Administration (XIBA), where education meets innovation, and excellence is not just a goal but a way of life. As we embark on the journey of knowledge and professional development, it is with great pleasure that I introduce you to our meticulously crafted curriculum.

At XIBA, we understand that the landscape of business is ever-evolving, and the demands of the corporate world are dynamic. In response to this, our curriculum is not just a set of courses; it is a strategic blueprint designed to align with the unique needs and aspirations of our students. We take pride in framing our curriculum in an exclusive manner, ensuring that it goes beyond the conventional and equips our students with the skills and insights necessary to thrive in the modern business environment.

Our dedicated team of educators, industry experts, and curriculum designers have collaborated to create a learning experience that seamlessly integrates theory with practical application. The course contents have been meticulously curated to not only meet but exceed the expectations of the corporate world. Each module is a stepping stone towards holistic development, fostering critical thinking, leadership skills, and a deep understanding of global business practices.

As you delve into the pages of this curriculum book, you will discover a rich tapestry of subjects that not only cover the essential foundations of business but also delve into emerging trends, technological advancements, and ethical considerations. We believe in nurturing well-rounded individuals who not only excel in their chosen fields but also contribute meaningfully to society.

XIBA takes pride in its commitment to providing an education that goes beyond textbooks, encouraging students to think innovatively, solve real-world challenges, and emerge as confident, ethical leaders. The curriculum is a reflection of this commitment, ensuring that our graduates are well-prepared to navigate the complexities of the business world with competence and integrity.

I invite you to explore the pages ahead, embrace the opportunities that our curriculum presents, and embark on a transformative journey that will not only shape your academic and professional life but also instill in you the values that define Xavier Institute of Business Administration.

Best wishes for a rewarding and enriching educational experience!

**Rev.Dr.A.Michael John SJ**  
**Director, XIBA**



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## **CURRICULUM-2023 REGULATION**

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### **IV SEMESTER ELECTIVES**

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## **SPECIALISATION COURSES: MARKETING**

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## **SPECIALIZATION COURSES: OPERATIONS**

### **III SEMESTER ELECTIVES**

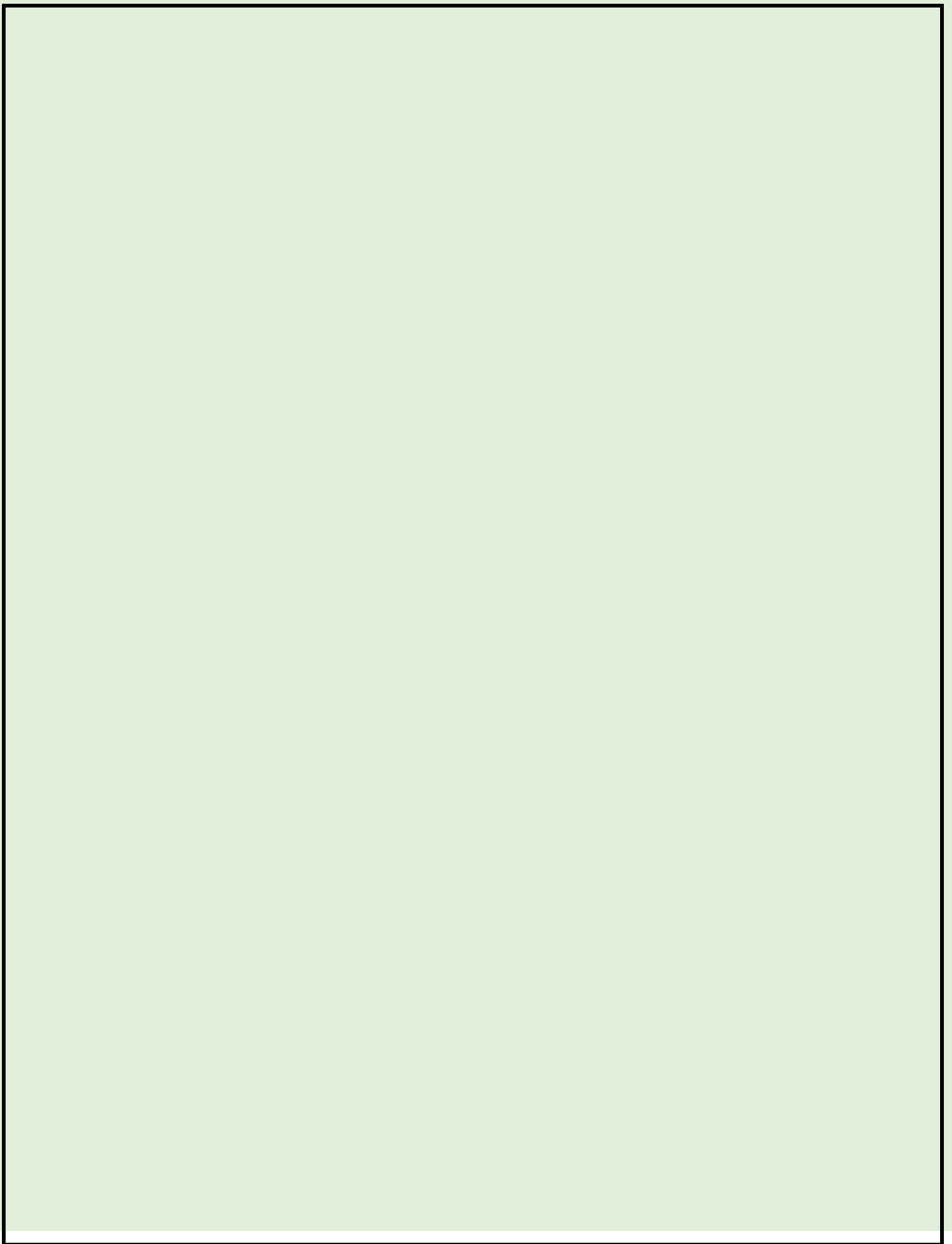
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### **IV SEMESTER ELECTIVES**

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### CURRICULUM-2023 REGULATION

#### SEMESTER – I

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC101	Management Principles and Business Ethics	Core	4	-	-	-	4	60	50	50	100
23XBCC102	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	60	50	50	100
23XBCC103	Managing Organizational Behavior	Core	4	-	-	-	4	60	50	50	100
23XBCC104	Accounting for Managers	Core	3	1	-	-	4	60	50	50	100
23XBCC105	Managerial Economics	Core	4	-	-	-	4	60	50	50	100
23XBCC106	Legal Systems in Business	Core	4	-	-	-	4	60	50	50	100
23XBED01	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	3	45	50	50	100
23XBSS01	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	2	30	50	50	100

**CREDITS: 29**

## SEMESTER – II

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNA	TOTAL
23XBCC201	Applied Operations Research	Core	3	1	-	-	4	60	50	50	100
23XBCC202	Human Resource Management	Core	4	-	-	-	4	60	50	50	100
23XBCC203	Marketing Management	Core	4	-	-	-	4	60	50	50	100
23XBCC204	Operations Management	Core	3	1	-	-	4	60	50	50	100
23XBCC205	Financial Management	Core	3	1	-	-	4	60	50	50	100
23XBCC106	Strategic Management	Core	4	-	-	-	4	60	50	50	100
23XBED02	International Business	Extra Disciplinary	3	-	-	-	3	45	50	50	100
23XBSS02	Soft Skills II – Business Etiquette	Soft Skills	-	-	2	-	2	30	50	50	100
23XBSS03	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	50	50	100
23XBLD01	Hindi/French	Language	3				2	30	50	50	100

**CREDITS: 33**

**SEMESTER - III**

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC301	Organizational Change & Development	Core	4	-	-	-	4	60	50	50	100
23XBCC302	Statistical Analysis for Research	Core	4	-	-	-	4	60	50	50	100
23XBCC303	Business Analytics	Core	3	-	-	-	3	45	50	50	100
23XBH01-10	<i>Choose Any Three from the list</i>	Elective	3	-	-	-	3	45	50	50	100
		Elective	3				3	45	50	50	100
		Elective	2				2	30	50	50	100
23XBF01-10	<i>Choose Any Three from the List</i>	Elective	3	-	-	-	3	45	50	50	100
		Elective	3	-	-	-	3	45	50	50	100
		Elective	2	-	-	-	2	30	50	50	100
23XBM01-10	<i>Choose Any Three from the List</i>	Elective	3	-	-	-	3	45	50	50	100
		Elective	3	-	-	-	3	45	50	50	100
		Elective	2	-	-	-	2	30	50	50	100
23XBP01-10	<i>Choose Any Three from the List</i>	Elective	3	-	-	-	3	45	50	50	100
		Elective	3	-	-	-	3	45	50	50	100
		Elective	2	-	-	-	2	30	50	50	100
23XBSI01	Summer Internship	Internship	-	-	-	Y	5	-	100	-	100

**CREDITS: 32**

**SEMESTER - IV**

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC401	Total Quality Management	Core	4	-	-	-	4	60	50	50	100
23XBCC402	Data Science for Business Decisions	Core	4	-	-	-	4	60	50	50	100
23XBEH01-10	<i>Choose Any Two from the list</i>	Elective	3	-	-	-	3	45	50	50	100
		Elective	3	-	-	-	2	30	50	50	100
23XBEP01-10	<i>Choose Any Two from the List</i>	Elective	3	-	-	-	3	45	50	50	100
		Elective	3	-	-	-	2	30	50	50	100
23XBEM01-10	<i>Choose Any Two from the List</i>	Elective	3	-	-	-	3	45	50	50	100
		Elective	3	-	-	-	2	30	50	50	100
23XBEP01-10	<i>Choose Any Two from the List</i>	Elective	3	-	-	-	3	45	50	50	100
		Elective	3	-	-	-	2	30	50	50	100
23XBMP01	Project Work & Viva- Voce	Core	-	-	-	Y	8	-	50	150	200

**L-Lecture****T-Tutorial****P- Practical****O-Project****CREDITS: 26****(STAND - 1 CREDIT)****TOTAL CREDITS - 121**



### SPECIALIZATION COURSES: HUMAN RESOURCE MANAGEMENT

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNA	TOTAL
23XBEH01	Labour Management & Labour Codes	Elective	3	-	-	-	3	45	50	50	100
23XBEH02	Compensation and Rewards Management	Elective	3	-	-	-	3	45	50	50	100
23XBEH03	Training & Development	Elective	3	-	-	-	3	45	50	50	100
23XBEH04	Talent Management	Elective	3	-	-	-	3	45	50	50	100
23XBEH07	Employee Engagement & Empowerment	Elective	3	-	-	-	3	45	50	50	100
23XBEH08	Leadership Competencies	Elective	3	-	-	-	3	45	50	50	100
23XBEH09	Strategic HRM	Elective	3	-	-	-	3	45	50	50	100
23XBEH05	Human Capital Planning	Elective	2	-	-	-	2	30	50	50	100
23XBEH06	Career Management	Elective	2	-	-	-	2	30	50	50	100
23XBEH10	HR Analytics	Elective	2	-	-	-	2	30	50	50	100

### SPECIALIZATION COURSES: FINANCE MANAGEMENT

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEF01	Security Analysis and Portfolio Management	Elective	3	-	-	-	3	45	50	50	100
23XBEF02	Tax Management	Elective	3	-	-	-	3	45	50	50	100
23XBEF09	Derivatives Management	Elective	3	-	-	-	3	45	50	50	100
23XBEF04	Merchant Banking and Financial Services	Elective	3	-	-	-	3	45	50	50	100
23XBEF07	Financial Engineering and Risk Management	Elective	3	-	-	-	3	45	50	50	100
23XBEF08	Project Finance	Elective	3	-	-	-	3	45	50	50	100
23XBEF03	Security Laws & Capital Market in India	Elective	3	-	-	-	3	45	50	50	100
23XBEF05	International Financial Management	Elective	2	-	-	-	2	30	50	50	100
23XBEF06	Behavioural Finance	Elective	2	-	-	-	2	30	50	50	100
23XBEF10	Financial Modelling & Analytics	Elective	2	-	-	-	2	30	50	50	100

### SPECIALISATION COURSES: MARKETING MANAGEMENT

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEM01	Consumer Behavior	Elective	3	-	-	-	3	45	50	50	100
23XBEM02	Product & Brand Management	Elective	3	-	-	-	3	45	50	50	100
23XBEM03	Services Marketing	Elective	3	-	-	-	3	45	50	50	100
23XBEM04	Rural Marketing	Elective	3	-	-	-	3	45	50	50	100
23XBEM07	Customer Relations Management	Elective	3	-	-	-	3	45	50	50	100
23XBEM08	Retail Management	Elective	3	-	-	-	3	45	50	50	100
23XBEM09	Advanced Selling and Negotiation Skills	Elective	3	-	-	-	3	45	50	50	100
23XBEM05	International Marketing	Elective	2	-	-	-	2	30	50	50	100
23XBEM06	Digital Marketing	Elective	2	-	-	-	2	30	50	50	100
23XBEM10	Marketing Analytics	Elective	2	-	-	-	2	30	50	50	100

### SPECIALIZATION COURSES: OPERATIONS MANAGEMENT

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP01	Project Management	Elective	3	-	-	-	3	45	50	50	100
23XBEP02	Materials Management	Elective	3	-	-	-	3	45	50	50	100
23XBEP03	Logistics & Supply Chain Management	Elective	3	-	-	-	3	45	50	50	100
23XBEP04	Distribution Management	Elective	3	-	-	-	3	45	50	50	100
23XBEP07	Services Operations Management	Elective	3	-	-	-	3	45	50	50	100
23XBEP08	Product and Process Management	Elective	3	-	-	-	3	45	50	50	100
23XBEP09	Digital Supply Chain and Technology Integration	Elective	3	-	-	-	3	45	50	50	100
23XBEP05	Six Sigma for Operations	Elective	2	-	-	-	2	30	50	50	100
23XBEP06	Operations Strategy	Elective	2	-	-	-	2	30	50	50	100
23XBEP10	Supply Chain Analytics	Elective	2	-	-	-	2	30	50	50	100

## CHOICE BASED CREDIT SYSTEM

### PROGRAM EDUCATIONAL OUTCOMES

**PEO 1 – Employability:** Develop industry specific knowledge & skills to meet the industry requirements and also join public sector undertaking through competitive examinations.

**PEO 2 - Entrepreneurship:** Create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

**PEO3 – Research and Development:** Espouse a mind-set that focuses efforts towards inculcating and encouraging the students in the field of research and development.

**PEO 4 –Analytical Competency:** Foster a culture of data-driven decision making, where students learn to harness the power of data to drive strategic initiatives and solve complex business challenges.

**PEO5 –Social Responsibility:** Cultivate principles of social responsibility and sustainability into all programs, ensuring that our graduates are prepared to address global challenges and contribute to the well-being of society.

### PROGRAM OUTCOMES

**PO1 – Problem Solving Skill:** Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

**PO2 – Diversity and Inclusion:** An inclusive learning environment that values diversity, fosters collaboration, and prepares students to succeed in a global marketplace.

**PO3– Ethical Administration:** Inspiration to lead with integrity, transparency, and a deep sense of responsibility towards their communities and the world at large.

**PO4 –Communication Skill:** Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

**PO5 – Individual and Team Leadership Skill:** Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

**PO6 – Enhancing Career Readiness:** Establish and maintain robust relationships with industry partners to create a dynamic ecosystem that supports employability and career growth.

**PO7 – Engage with the Business Community:** Build strong partnerships with industry leaders, entrepreneurs, and organizations to provide real-world experiences and opportunities to make meaningful contributions to the business world.

**PO8 – Contribution to Society:** Strive to become a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

**PO – PEO MAPPING**

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

**Y - Yes**

# CORE COURSES

# **I - SEMESTER**





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COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC101	MANAGEMENT PRINCIPLES AND BUSINESS ETHICS	CORE	4	-	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions										
2	To provide insights on Planning & Decision Making										
3	To throw light on Organizing, Managing Change and Innovation										
4	To elucidate on Leadership, Communication and Controlling										
5	To create awareness and importance of Business Ethics and Social Responsibility										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management							12	C1		
II	<b>Planning &amp; Decision Making:</b> Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models							12	C2		
III	<b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate							12	C3		

	Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span – Managing Change and Innovation.		
IV	<b>Leadership and Control:</b> Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE)	12	C4
V	<b>Business Ethics:</b> Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	12	C5
	<b>Total</b>	<b>60</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Possess the knowledge on the basic concepts of management and Organizational Functions	P04, P06, P08
<b>C02</b>	Possess knowledge on planning & decision making.	P01, P02
<b>C03</b>	Have insights on organizing, managing change and Innovation	P05, P06, P07
<b>C04</b>	Learn leadership, communication and controlling skills.	P04, P05
<b>C05</b>	Have better understanding on business ethics and social responsibility.	P03, P08

### READING LIST

1.	<a href="https://deb.ugc.ac.in">https://deb.ugc.ac. In</a>
2.	<a href="http://www.managementconcepts.com">http://www.managementconcepts. Com</a>
3.	International journal of Management Concepts and Philosophy
4.	Journal of Management, Sage Publications

### REFERENCES BOOKS

1.	S. K. Mandal., Management Principles and practice, 3 <sup>rd</sup> Edition, Jaico Publishing House, Jan.2011.
2.	Griffin, R. W., Management, 11 <sup>th</sup> Edition, South-Western College Publication, January 2018.
3.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 <sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020

4.	Certo, S C. and Certo, T, Modern Management, 13 <sup>th</sup> Edition, Prentice Hall, January 2014.
5.	Robbins, S and Coulter, M, 11 <sup>th</sup> Edition, Management, Prentice Hall, 11 <sup>th</sup> edition, January 2012
6.	Shaikh Ubaid, Disaster Management, Technical publications, 1 <sup>st</sup> edition, 2020

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

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COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC102	QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS	CORE	3	1	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
4	To recognize the principles and characteristics of the multivariate data analysis techniques.										
5	To become familiar with the process of drafting a report that poses a significant problem										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.							17	C1		
II	<b>Research Methods:</b> Research - Definition - Research Process - Research Design - Definition- Types Of Research Design - Role of Theory in Research - Variables in Research - Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection;							10	C2		

	Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule-Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales - Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.		
III	<b>Data Preparation and Analysis:</b> Data Preparation - Editing -Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.	15	C3
IV	<b>Multivariate Statistical Analysis:</b> Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis - Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems - Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	<b>Report Writing and Ethics in Business Research:</b> Research Reports- Different Types - Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
	<b>Total</b>	60	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7	
<b>CO2</b>	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6	
<b>CO3</b>	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6	

<b>CO4</b>	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6
<b>CO5</b>	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6
<b>READING LIST</b>		
1.	<a href="https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf">https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf</a>	
2.	<a href="https://study.com/academy/topic/probability.html">https://study.com/academy/topic/probability.html</a>	
3.	<a href="https://onlinecourses.nptel.ac.in/noc18_ma07/preview">https://onlinecourses.nptel.ac.in/noc18_ma07/preview</a>	
4.	<a href="https://hbr.org/1964/07/decision-trees-for-decision-making">https://hbr.org/1964/07/decision-trees-for-decision-making</a>	
<b>REFERENCES BOOKS</b>		
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.	
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.	
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill, 12th Edition, 2012.	
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.	
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.	
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017	

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	3				3	3	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2		
<b>CO 4</b>				2		2		
<b>CO 5</b>				2		3		

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC103	<b>MANAGING ORGANIZATIONAL BEHAVIOUR</b>	CORE	4	-	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how a men behave in an organization										
2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
3	To throw light on Group Dynamics and Interpersonal Communication										
4	To elucidate on Leadership, Politics, Conflicts and Negotiation										
5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Organizational Behaviour:</b> Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour							12	C1		
II	<b>Individual Difference</b> - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. <b>Perception:</b> Meaning Process – Factors influencing perception – Attribution theory							12	C2		

	<p><b>Learning:</b> Classical, Operant and Social Cognitive Approaches – Managerial implications.</p> <p><b>Attitudes and Values:</b>– Components, Attitude – Behaviour relationship, formation, values.</p> <p><b>Motivation:</b> Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.</p>		
III	<p><b>Group Dynamics</b> – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making</p> <p><b>Interpersonal Communication</b> – Communication Process – Barriers to Communication– Guidelines for Effective Communication</p>	12	C3
IV	<p><b>Leadership</b> – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and</p> <p><b>Politics:</b> Sources of Power – Political Behaviour in Organizations – Managing Politics.</p> <p><b>Conflict and Negotiation:</b> Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.</p>	12	C4
V	<p><b>Work Stress:</b> Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture.</p> <p><b>Emotional Intelligence,</b> Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.</p>	12	C5
	<b>Total</b>	<b>60</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4	



<b>C02</b>	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	P03, P06
<b>C03</b>	Have insights on Group Dynamics and Interpersonal Communication	P02, P04, P05
<b>C04</b>	Learn Leadership, Politics, Conflicts and Negotiation.	P05
<b>C05</b>	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	P06, P08

### READING LIST

1.	<a href="http://www.himpub.com">www.himpub.com</a>
2.	<a href="https://iedunote.com/organisational-behaviour">https://iedunote.com/organisational-behaviour</a>
3.	<a href="http://www.yourarticlelibrary.com/organisation/">www.yourarticlelibrary.com/organisation/</a>
4.	Journal of Organizational Behaviour – wiley Online Library

### REFERENCES BOOKS

1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2				
<b>CO 2</b>			3			3		
<b>CO 3</b>		3		3	3			
<b>CO 4</b>					3			
<b>CO 5</b>						3		2

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC104	ACCOUNTING FOR MANAGERS	CORE	3	1	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
2	To enable the students to prepare, analyses and interpret financial statements										
3	To acquaint the students with the tools and techniques of financial analysis										
4	To enable the students to take decisions using management accounting tools.										
5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS							12	C1		
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.							12	C2		

III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break-even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.	12	C3
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	12	C4
V	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software-Open Source.	12	C5
	<b>Total</b>	<b>60</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Be able to understand the fundamentals of principles of financial, cost and management accounting	P06
<b>C02</b>	Be able to prepare, analyze and interpret financial statements	P01, P02, P04, P06, P07
<b>C03</b>	Be able to use the tools and techniques of financial analysis.	P01, P02, P03, P06, P07
<b>C04</b>	Be able to take decisions using management accounting tools.	P01, P02, P06, P07
<b>C05</b>	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	P02, P03, P04, P06, P07, P08

### READING LIST

1.	<a href="http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf">http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf</a>
2.	<a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf</a>
3.	<a href="http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf">http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf</a>
4.	<a href="https://www.researchgate.net/publication/313477460_concept_of_working_capital_management">https://www.researchgate.net/publication/313477460_concept_of_working_capital_management</a>

<b>REFERENCES BOOKS</b>	
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>						2		2
<b>CO 2</b>	3	3		3		3	2	
<b>CO 3</b>	3	3	3			3	2	
<b>CO 4</b>	3	3				3	3	
<b>CO 5</b>		3	3	3		3	2	2

**3-Strong    2-Medium    1-Low**



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St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC105	MANAGERIAL ECONOMICS	CORE	4	-	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions										
2	To understand the concept of utility and demand analysis and demand forecasting										
3	To know about production function and market structure										
4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning										
5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.							12	C1		
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium							12	C2		
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost							12	C3		

	Lines Estimating Production Functions- Returns to Scale- Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.		
IV	Macro-Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contra cyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
	<b>Total</b>	<b>60</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	P02, P04
<b>C02</b>	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	P04, P06, P07
<b>C03</b>	Have better idea and understanding about production function and market structure	P06, P07
<b>C04</b>	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	P08
<b>C05</b>	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	P07

### READING LIST

1.	<a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530</a>
2.	<a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207</a>
3.	The Indian Economic Journal - SAGE Journals

<b>REFERENCES BOOKS</b>	
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 <sup>th</sup> Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors (P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 <sup>th</sup> Edition, 2020.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		3				
<b>CO 2</b>				3		2	2	
<b>CO 3</b>						3	3	
<b>CO 4</b>								2
<b>CO 5</b>							2	

**3-Strong      2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC106	LEGAL SYSTEMS IN BUSINESS	CORE	4	-	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To create knowledge and understanding on law of contracts										
2	To describe about sale of goods and Negotiable instrument act										
3	To have an overall understanding about partnership act and company law.										
4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts: By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.							12	C1		
II	<b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties –							12	C2		



	<p>Passing of Property of Goods – Rights of an Unpaid Seller.</p> <p><b>Negotiable Instruments Act:</b> Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics</p>		
III	<p><b>Partnership Act:</b> Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.</p> <p><b>Company Law:</b> Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.</p>	12	C3
IV	<p><b>Labour Law:</b> Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition &amp; Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment &amp; Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition &amp; Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.</p>	12	C4
V	<p>Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.</p>	12	C5
	<b>Total</b>	<b>60</b>	

<b>COURSE OUTCOMES</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>C01</b>	Have knowledge on understandings on law of contract.	PO4, PO6, PO7
<b>C02</b>	Know the sale of Goods & Negotiable instrument act.	PO6
<b>C03</b>	Have understandings on partnership and company law	PO6, PO7
<b>C04</b>	Have familiarize with various labour laws.	PO5, PO6, PO7
<b>C05</b>	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8
<b>READING LIST</b>		
1.	<a href="http://www.legalserviceindia.com/article/">http://www.legalserviceindia.com/article/</a>	
2.	<a href="http://www.freebookcentre.net/Law/Law-Books.html">http://www.freebookcentre.net/Law/Law-Books.html</a> 2	
3.	<a href="https://www.mooc-list.com/course/business-law-wma">https://www.mooc-list.com/course/business-law-wma</a>	
4.	<a href="https://ilj.law.indiana.edu/">https://ilj.law.indiana.edu/</a>	
<b>REFERENCES BOOKS</b>		
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.	
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.	
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.	
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.	
5.	Intellectual Property Laws, Universal Law Publishing, 2012.	
6.	Daniel Albuquerque, Legal systems in Business, Oxford University Press India, 2 <sup>nd</sup> Edition, 2015.	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2	2	
<b>CO 2</b>						2		
<b>CO 3</b>						2	2	
<b>CO 4</b>					2	2	2	
<b>CO 5</b>								2

**3-Strong    2-Medium    1-Low**



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COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
21XBED01	ENTREPRENEURSHIP DEVELOPMENT	EXTRA DISCIPLINARY	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To introduce students to entrepreneurship and its growth in India.										
2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.										
3	To orient the students on new venture creation										
4	To enable students to prepare a feasible business plan										
5	To give inputs on various types of financing available for new ventures.										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9	C1								
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9	C2								
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	9	C3								

IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas	9	C4
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to know about growth of entrepreneurship in India	PO4, PO7	
<b>CO2</b>	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8	
<b>CO3</b>	Obtain knowledge on new venture creation	PO6, PO7	
<b>CO4</b>	Be able to prepare a business plan	PO7, PO8	
<b>CO5</b>	Gain knowledge on various types of financing available for new ventures.	PO7, PO8	
<b>READING LIST</b>			
1.	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>		
2.	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>		
3.	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>		
4.	The International Journal of Entrepreneurship and Innovation		
<b>REFERENCES BOOKS</b>			
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.		
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.		
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.		
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.		
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.		

#### CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3			3	
<b>CO 2</b>							3	2
<b>CO 3</b>						2	3	
<b>CO 4</b>							3	2
<b>CO 5</b>							3	3

3-Strong    2-Medium    1-Low



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBSS01	SOFT SKILLS I - EXECUTIVE COMMUNICATION	SOFT SKILLS	-	-	2	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To acquire communication awareness they are going to get for the industry										
2	To make the customer realize that you can provide them with information and other essential things										
3	To explore the skill of writing business proposals										
4	To develop a plan for the meetings and interviews										
5	To analyze the skills required for non-verbal communication										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>UNIT 1- Communication:</b> Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.							6	C1		
II	<b>UNIT 11- Business Correspondence:</b> Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters-Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.							6	C2		

III	<b>UNIT III- Business Reports and Proposals:</b> Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	C3
IV	<b>UNIT IV- Conducting Meetings and Interviews:</b> Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	C4
V	<b>UNIT V- Non-verbal Communication:</b> Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts, Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
<b>Total</b>		<b>30</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6
<b>C02</b>	Development of skills on developing Business Correspondence	PO4, PO6
<b>C03</b>	Development of skills on preparing Business Reports and Proposals	PO4, PO6
<b>C04</b>	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
<b>C05</b>	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6

### READING LIST

1.	<a href="https://www.skillsyouneed.com/ips/communication-skills.html">https://www.skillsyouneed.com/ips/communication-skills.html</a>
2.	<a href="https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers">https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers</a>
3.	<a href="http://skillopedia.com">http://skillopedia.com</a>
4.	<a href="https://www.habitsforwellbeing.com/9-effective-communication-skills">https://www.habitsforwellbeing.com/9-effective-communication-skills</a>

<b>REFERENCES BOOKS</b>	
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>				3		3		
<b>CO 4</b>				3		3		
<b>CO 5</b>				3		3		

**3-Strong    2-Medium    1-Low**

# **II - SEMESTER**





## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBCC201</b>	<b>APPLIED OPERATIONS RESEARCH</b>	<b>CORE</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>60</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management										
2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
3	To learn about various methods adopted in transportation and Assignments models.										
4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management	08	C1								
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable -- Primal & Dual.	12	C2								
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment	12	C3								

	model: Hungarian method – Traveling salesmen problem.		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.	18	C4
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point – Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
	<b>Total</b>	<b>60</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6	
<b>C02</b>	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7	
<b>C03</b>	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7	
<b>C04</b>	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7	
<b>C05</b>	Be imparted knowledge on the various methods of game model	PO2, PO7	
<b>READING LIST</b>			
1.	<a href="http://www.cbom.atozmath.com">www.cbom.atozmath.com</a>		
2.	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf</a>		
3.	<a href="http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf">http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf</a>		
4.	<a href="https://www.journals.elsevier.com/operations-research-perspectives">https://www.journals.elsevier.com/operations-research-perspectives</a>		

<b>REFERENCES BOOKS</b>	
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 <sup>th</sup> Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3 <sup>rd</sup> Edition – Paperback, New Age International Publishers, 2018
5.	Taha, H.A., Operations Research: An Introduction, 10 <sup>th</sup> Edition, Pearson, 2019
6.	Vohra, N.D., Quantitative Techniques in Management, 5 <sup>th</sup> Edition, Tata McGrawHill Education Pvt. Ltd., 2017.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2		
<b>CO 2</b>	3	2				2	2	
<b>CO 3</b>	3	3				3	2	
<b>CO 4</b>	3	3				2	2	
<b>CO 5</b>		3					2	

**3-Strong    2-Medium 1-Low**



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COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC202	HUMAN RESOURCE MANAGEMENT	CORE	4	-	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To embark importance of HRM role, functions and need										
2	To assimilate theoretical and practical implications of HRP										
3	To critically use appropriate training tools										
4	To analyze and implement an effective performance management										
5	To extrapolate and design compensation management techniques										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.							12	C1		
II	<b>Human Resource Planning (HRP):</b> Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. <b>Recruitment and selection:</b> Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. <b>Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction</b>							12	C2		

	of attrition rate- Attrition and retention management		
III	<b>Training, Development &amp; Career Management:</b> Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	12	C3
IV	<b>Performance Management:</b> Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	12	C4
V	<b>Compensation Management:</b> Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.	12	C5
	<b>Total</b>	<b>60</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Gain an understanding of HRM policies and importance.	P04, P06	
<b>C02</b>	Implement appropriate HRP in workplace.	P06	
<b>C03</b>	Apply feasible Training method and manage career progressions.	P05, P06, P07	
<b>C04</b>	Demonstrate managing performance of human resources.	P06, P07	
<b>C05</b>	Design and justify compensation framework.	P04, P06, P07	

<b>READING LIST</b>	
1.	<a href="https://businessjargons.com/performance-management.html">https://businessjargons.com/performance-management.html</a>
2.	<a href="https://www.hr-guide.com/data/G400.htm">https://www.hr-guide.com/data/G400.htm</a>
3.	<a href="https://www.managementstudyguide.com/training-development-hr-function.htm">https://www.managementstudyguide.com/training-development-hr-function.htm</a>
4.	<a href="https://www.tandfonline.com/toc/rijh20/current">https://www.tandfonline.com/toc/rijh20/current</a>
<b>REFERENCES BOOKS</b>	
1.	Ashwathappa, K., Human Resource Management, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.
2.	Ivaneceovich, J.M., Human Resource Management, 12 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 <sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.
4.	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 <sup>th</sup> Edition, Wiley India Pvt. Ltd., 2015.
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 <sup>th</sup> Edition 2019.
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 <sup>th</sup> Edition 2017.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				M		M		
<b>CO 2</b>						M		
<b>CO 3</b>					S	S	M	
<b>CO 4</b>						M	M	
<b>CO 5</b>				M		M	M	

**3-Strong    2-Medium    1-Low**



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COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC203	<b>MARKETING MANAGEMENT</b>	<b>CORE</b>	4	-	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied										
2	To provide with opportunities to analyze marketing activities within the firm										
3	To analyze and explore the buyer behavior pattern in marketing situations										
4	To understand the branding, pricing and strategies in marketing a product										
5	To upgrade the knowledge and awareness of Consumer Rights in the Market										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.	12	C1								
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques. Marketing Tactics, The Mix Service and Retail Marketing.	12	C2								

III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation-Marketing Analytics	12	C3
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation- Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.	12	C4
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.	12	C5
<b>Total</b>		<b>60</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	
<b>C02</b>	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6	
<b>C03</b>	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7	
<b>C04</b>	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7	
<b>C05</b>	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8	



<b>READING LIST</b>	
1.	<a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/</a>
2.	<a href="https://cpbucket.fiu.edu/mar3023vd1131/COURSE_CONTENT.html">https://cpbucket.fiu.edu/mar3023vd1131/COURSE_CONTENT.html</a>
3.	<a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>
4.	<a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>
<b>REFERENCES BOOKS</b>	
1.	Pillai & Baghawathy, Marketing Management, S.Chand, 2010.
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 <sup>st</sup> Edition, 2017
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 <sup>th</sup> Edition, Pearson, 2022
4.	Warren J. Keegan, Global Marketing Management, 8thEdition, Pearson, 2017.
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 <sup>th</sup> Edition, McGraw-Hill, 2010.
6.	Philip Kotler and Keven Lane Keller, Marketing Management, 15 <sup>th</sup> Edition, Pearson, 2015

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2	2	
<b>CO 4</b>			2	2		2	2	
<b>CO 5</b>						2		2

**3-Strong    2-Medium    1-Low**



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COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC204	OPERATIONS MANAGEMENT	CORE	3	1	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To understand the production function, production design & capacity planning										
2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance										
4	To elucidate the importance and usefulness of work-study and quality control tools										
5	To provide insights on service operations management and waiting line analysis										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION:</b> Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India- Production Design and Process Planning- Types of Production Processes- Plant Capacity- Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes- Types of Charts used in Operations Management.							12	C1		
II	<b>FACILITY DESIGN:</b> Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials							12	C2		

	Handling Equipment - Role of Ergonomics in Job Design.		
III	<b>INVENTORY CONTROL AND MAINTENANCE:</b> Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.	12	C3
IV	<b>DESIGN OF WORK SYSTEMS AND QUALITY CONTROL:</b> Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating-Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve-Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	<b>SERVICE OPERATIONS MANAGEMENT:</b> Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
	<b>Total</b>	<b>60</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Understand the concepts of production and its design, capacity planning and make or buy decisions.	P02, P04
<b>C02</b>	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	P02, P07
<b>C03</b>	Understand the Inventory models and the importance of maintenance techniques.	P06, P07
<b>C04</b>	Be aware of work-study procedures and the importance on quality control tools	P01, P02, P06, P07
<b>C05</b>	Have insight on service operations, service delivery and waiting line analysis.	P02, P06, P07

<b>READING LIST</b>	
1.	<a href="http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt</a>
2.	<a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>
3.	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>
4.	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>
<b>REFERENCES BOOKS</b>	
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		3		2				
<b>CO 2</b>		3					2	
<b>CO 3</b>						3	2	
<b>CO 4</b>	3	3				2	2	
<b>CO 5</b>		2				3	2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBCC205</b>	<b>FINANCIAL MANAGEMENT</b>	<b>CORE</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>60</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of Finance.										
2	To create awareness on the various investment techniques on the investment decision making.										
3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.	12	C1								
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value,	12	C2								

	Profitability Index and Internal Rate of Return-Problems - Risk analysis in Capital Budgeting-Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate .		
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.	12	C3
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	12	C4
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12	C5
	<b>Total</b>	<b>60</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
<b>C02</b>	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
<b>C03</b>	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
<b>C04</b>	Have learnt the concept of capital structure and dividend	PO6, PO7	
<b>C05</b>	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7	

<b>READING LIST</b>	
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>
3.	Journal of International Financial Management & Accounting
4.	The Management Accountant Journal - icmai-rnj.in
<b>REFERENCES BOOKS</b>	
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory andPractice, 14th Edition, 2015.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2	2	
<b>CO 2</b>	2	3				2	2	
<b>CO 3</b>		2					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>	2	2		3			2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC206	<b>STRATEGIC MANAGEMENT</b>	<b>CORE</b>	4	-	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To enable the students understand the importance of vision and mission in framing corporate strategy										
2	To provide insights on how business is responsible socially and ethically										
3	To highlight on the environmental analysis framework										
4	To throw light on strategic formulation and strategic choice										
5	To understand strategic implementation and strategic control										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.	12	C1								
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.	12	C2								
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value	12	C3								



	Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.		
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS	12	C4
V	Strategy Implementation: Strategy Implementation – Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.	12	C5
	<b>Total</b>	<b>60</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Be able to frame vision and mission statements.	PO3, PO4, PO7
<b>C02</b>	Be social and ethically responsible.	PO3, PO8
<b>C03</b>	Possess insights on making environmental analysis.	PO3, PO8
<b>C04</b>	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
<b>C05</b>	Understanding strategic implementation and control.	PO4, PO5, PO7

### READING LIST

1.	Strategic Management Journal – Wiley online Library
2.	Journal of strategy and Management – Emerald Insight
3.	Mastering Strategic Management – <a href="http://WWW.opentextbooks.org.hk">WWW.opentextbooks.org.hk</a>
4.	Mastering Strategic Management – <a href="http://WWW.saylor.org">WWW.saylor.org</a> .

**REFERENCES BOOKS**

1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

**CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>			3	2			3	
<b>CO 2</b>			3					3
<b>CO 3</b>			2					3
<b>CO 4</b>		2			3			2
<b>CO 5</b>				3	3			3

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

*(A Jesuit Business School)*

**St. Xavier's College (Autonomous), Palayamkottai**

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA		TOTAL
23XBED02	INTERNATIONAL BUSINESS	EXTRA DISCIPLINARY	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances										
2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets										
3	To throw light on international trade theories and the management of business functional operations in an international context										
4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization										
5	To know about regional economic integration and contemporary issues in international business										
<b>COURSE CONTENT</b>											
UNIT	Details								No. of Hours	Course Objectives	

I	Introduction: Introduction to International Business: Importance, nature and scope of International business- International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.	9	C1
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.	9	C2
III	International Trade Theory: Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)- Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP- SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	9	C3

IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9	C4
V	Contemporary Issues: International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
<b>Total</b>		<b>45</b>	

<b>COURSE OUTCOMES</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7
<b>CO2</b>	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7
<b>CO3</b>	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
<b>CO4</b>	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
<b>CO5</b>	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8
<b>READING LIST</b>		
1.	www.internationalbusinesscorporation.com	
2.	www.business-ethics.org	
3.	https://www.jstor.org/journal/jintebusistud	
4.	Journal of International Business and Management (JIBM)	

<b>REFERENCES BOOKS</b>	
1.	International Business: Competing in the Global Marketplace (SIE)   11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2.	International Business   Fourth Edition   By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		3			2	
<b>CO 2</b>				2			2	
<b>CO 3</b>				3		3	3	
<b>CO 4</b>		3		3			3	
<b>CO 5</b>						3	3	3

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBSS02	SOFT SKILLS II - BUSINESS ETIQUETTE	SOFT SKILLS	-	-	2	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To analyze the Business etiquette at workplace										
2	To determine the Principles of exceptional work behavior										
3	To explore Tech etiquette in using various telecommunication devices and channels										
4	To successfully handle Multi-cultural challenges										
5	To ascertain sensitivity to new and emerging issues in etiquette										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.	6	C1								
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.	6	C2								

III	<p>Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients</p> <p>Internet &amp; email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines</p>	6	C3
IV	<p>Business Attire &amp; Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing</p> <p>Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.</p>	6	C4
V	<p>Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment</p> <p>Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differencesand their effect on business etiquette- onsite projects- Cultural Highlight: China-Cultural Highlight: India.</p>	6	C5
<b>Total</b>		<b>30</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Learn using business etiquette at work place	P04, P06, P07	
<b>C02</b>	Be able to acquire knowledge about the Principles of exceptional work behaviour	P04, P06, P07	
<b>C03</b>	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	P04, P06, P07	
<b>C04</b>	Get familiarized with the Successful handling of Multi-cultural challenge	P04, P06, P07	
<b>C05</b>	Become sensitive to new and emerging issues in etiquette	P04, P06, P07	



### READING LIST

1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>
3.	Journal of International Financial Management & Accounting
4.	The Management Accountant Journal - icmai-rnj.in

### REFERENCES BOOKS

1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Nouna: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>				2		2	3	
<b>CO 3</b>				2		3	3	
<b>CO 4</b>				3		3	3	
<b>CO 5</b>				3		3	3	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBSS03	<b>SOFT SKILLS III - COMPUTING SKILLS</b>	<b>SOFT SKILLS</b>	-	-	2	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To create awareness and understanding on the basic functions of MS Excel										
2	To elucidate the students on the various advanced functions of MS Excel										
3	To educate the students on MS Access and its application in database management										
4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs										
5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.	6	C1								
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sum product. Functions: Mathematical - Financial - logic – Text - Statistics	6	C2								
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.	6	C3								

IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,	6	C4
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print	6	C5
<b>Total</b>		<b>30</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>CO1</b>	Have awareness and understanding on the basic functions of MS Excel	PO4, PO6, PO7
<b>CO2</b>	Know the advanced functions of MS Excel	PO4, PO6, PO7
<b>CO3</b>	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7
<b>CO4</b>	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7
<b>CO5</b>	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7

### READING LIST

1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017
2.	Richard Rost, Learning MS Access Kindle Edition, 2013
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021
4.	Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021

### REFERENCES BOOKS

1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noulia: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3		3	3	
<b>CO 2</b>				3		3	3	
<b>CO 3</b>		3		3	3	3	3	
<b>CO 4</b>				3	3	3	3	
<b>CO 5</b>				3		3	3	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St.Xavier's College (Autonomous), Palayamkottai

COURSE CODE	NAME OF THE COURSE	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBLD101	HINDI	LANGUAGE	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To introduce the basic learning in both writing and Speaking Hindi										
2	To equip students to communicate effectively and to use language with ease in different situations										
3	To build confidence in the language that is most commonly used for communication between different regions and states in India										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Spoken Hindi :</b> <b>Introducing the key words:</b> Nouns, Pronoun, Possessive Pronouns, Verbs (60). Question tags - How, Where, When and Why...key words: in, on , how many and asking rate.. <b>Written Hindi:</b> Vowels, Consonants, Mathras, 2,3 and 4 letter words. Names of fruits, Vegetables and Colours.							6	C1		
II	<b>Spoken Hindi :</b> <b>Introducing the key words:</b> Mine, My, your, yours, our, ours. Must and Should rule. Yes or No statements. <b>Written Hindi :</b> Mathra words (aa, e, ee, uo, oo) names of vegetables, animals and directions.							6	C2		
III	<b>Spoken Hindi :</b> <b>Introducing the rules of 6 tenses</b> - Present tense, Past tense, Future tense, Present continuous, Past continuous and Recent past tense. <b>Key words:</b> from, by, prepositions.							6	C3		

	<b>Written Hindi: Words</b> ( ri, a, i, o, ann and ahh) words. Rayf, Padhayn and Chandra Bindu words. Names of groceries.		
IV	<b>Spoken Hindi:</b> Adjectives, Exclamatory words, Rules of can / could and may/ may not. Introduce or, and, some more and also... <b>Written Hindi :</b> <b>Reading practice:</b> Small sentences following with passage reading. Writing their names in Hindi.	6	C4
V	<b>Spoken Hindi :</b> <b>Focusing on conversation topics like:</b> Self introduction, Telephone conversation, conversation of Seeking help, at the railway platform, at the bank, at hospital, at the restaurant, at the hospital ..... Preparing the Students for Viva. <b>Written:</b> Reading headlines in the newspaper.	6	C5
	<b>Total</b>	<b>30</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Construct own sentences.	P1	
<b>C02</b>	Acquire the confidence and hope in framing the sentence structure with rules.	P2, P3	
<b>C03</b>	Understand and Speak Hindi with help of tenses.	P4,P5	
<b>C04</b>	Become conversant in reading and speaking a language.	P4	
<b>C05</b>	Want to Watch language related programmes.	P6	
<b>READING LIST</b>			
1.	Mohini Roa 's Hindi for beginners.		
2.	R. Mahendran' s Hindi for beginners.		

# **III -SEMESTER**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
21XBCC301	ORGANISATION CHANGE & DEVELOPMENT	CORE	4	-	-	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To offer valuable insights on the best practices, pitfalls to evade, and innovative methods for effectively managing organizational change.										
2	To study HR professionals' strategic role in navigating change challenges and capitalize on opportunities for growth and innovation.										
3	To provide students with a comprehensive understanding of how organizations evolve, adapt, and thrive in today's complex and dynamic business environment.										
4	To equip students with the knowledge, skills, and tools needed to navigate the complexities of change leadership, drive meaningful transformation within organizations, and contribute to long-term organizational success and Sustainability.										
5	To analyze how organizations capture, share, and leverage knowledge to drive innovation, improve decision-making, and create value for stakeholders.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION ORGANISATIONAL CHANGE</b> Meaning- Forces- Internal and external - Types - Reactive & proactive- Theories of Change- Recent Approaches- Models of Change Lewins Change Management Model-Kotter's eight-step model- ADKAR model -Techniques- Individual-team and organizational -Skills-and Strategy for Managing Change.							12	C1		

II	<b>MANAGING CHANGE IN HR</b> Issues relating to Human Resource Process and Functions- HRD for Managing Change- HR Initiatives for Managing Change in Indian Organizations and in Global Context.	12	C2
III	<b>ORGANISATIONAL DEVELOPMENT (OD)</b> Meaning –History- Process-OD interventions- Types- Human process interventions, techno-structural interventions, human resource management interventions, and strategic change interventions- Role of OD consultant-Applications of OD in India- New Trends in Indian Business Scenario-Need for OD interventions.	12	C3
IV	<b>LEADING AND EVALUATING ORGANIZATIONAL CHANGE</b> Visionary Leadership – Leadership Framework Creating Shared Vision- Role of leaders in the Phase of Organizational Change - Measurement and methods of evaluation – Feedback Process – Continuous Incremental Change.	12	C4
V	<b>MANAGING CHANGE IN KNOWLEDGE ERA</b> Importance - Knowledge Management and Implementation- Steps in Implementation of Knowledge Management-Learning Organization- Disciplines and Operational Approaches of Learning Organizations- Guidelines to Build Learning-Integrated Model for Managing Organizational Change – Developing Organizational Culture.	12	C5
	<b>Total</b>	<b>60</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the fundamentals of managing change by identifying the levels of change, the misconceptions about change, and the importance and benefits of change.	P04, P06, P08	
<b>CO2</b>	Identify the steps of a change process, analyze a change situation, set goals, motivate employees, prevent failure, and monitor the progress of a change.	P01, P02	



<b>CO3</b>	Distinguish the truths and misconceptions about change and differentiate between change and transition.	P05, P06, P07
<b>CO4</b>	Identify the factors that affect the response to change, recognize the styles of response, and identify the strategies to manage the ending phase. Navigate the complexities of organizational change effectively, driving positive outcomes and building a resilient and adaptive organization)	P04, P05
<b>CO5</b>	Recognize the information required during the new beginnings phase, as well as strategies to manage the new beginnings phase. Equip individuals and organizations with the knowledge, skills, and mindset needed to thrive in today's rapidly evolving business environment, drive meaningful change, and achieve sustainable success.	P03, P08

#### READING LIST

1.	<a href="https://deb.ugc.ac.in">https://deb.ugc.ac. In</a>
2.	<a href="http://www.managementconcepts.com">http://www.managementconcepts. Com</a>
3.	International journal of Management Concepts and Philosophy
4.	Journal of Management, Sage Publications

#### REFERENCES BOOKS

1.	Nilanjan S, Bhattacharya MS, Sengupta RN. (2006). <i>Managing Change in Organizations</i> . New Delhi:PHI.French
2.	WL, Cecil HB. (1999). <i>Organizational Development</i> . 6th ed. New Delhi: PHI.
3.	LorArussy (2018). <i>Next Is Now: 5 Steps for Embracing Change—Building a Business that Thrives into the Future</i> . Simon & Schuster
4.	Cummings, T.G., & Worley, C.G. (2019). <i>Organization development and change</i> . Boston, MA: Cengage Learning.
5.	Foster, M, ORGANIZATIONAL DEVELOPMENT AND CHANGE. South-Western College Publishing
6.	Schein, E. H, ORGANIZATIONAL CULTURE AND LEADERSHIP. 2d. Ed. San Francisco, CA.: Jossey Bass.

#### CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

**3-Strong      2-Medium      1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC302	<b>STATISTICAL ANALYSIS FOR RESEARCH</b>	CORE	2	-	2	-	4	60	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To understand the fundamental principles of statistical analysis and their application in research.										
2	To develop the ability to effectively collect, prepare, and analyze data using statistical software.										
3	To perform various descriptive statistics and data visualization techniques to interpret and communicate findings.										
4	To learn how to conduct hypothesis testing using both parametric and non-parametric methods.										
5	To gain proficiency in performing basic bivariate analysis and time series forecasting techniques.										
<b>COURSE CONTENT</b>											
Exp.No.	Details							No. of Hours	Course Objectives		
<b>Data Preparation (9 hours)</b>											
1.	Importing Data							2	C1		
2.	Data Cleaning							2			
3.	Variable Coding							2			
4.	Assessing Data Quality: Validity & Reliability							3			
<b>Descriptive Statistics &amp; Visualization (11 hours)</b>											
5.	Measures of central tendency							2	C2		
6.	Measures of dispersion							2			
7.	Histograms							1			
8.	Q-Q Plots							1			
9.	Box and Whisker							1			
10.	Radial Charts							1			
11.	Combo Charts							1			
12.	Scatter Plots							1			

13.	Sparklines.	1	
<b>Hypothesis Testing (20 hours)</b>			
<b>Test for Normality</b>			C3
14.	Shapiro-Wilk Test	2	
15.	Kolmogorov-Smirnov Test	2	
<b>Parametric Tests</b>			
16.	Independent Samples t-test	3	
17.	Paired Samples t-test	2	
18.	ANOVA	4	
<b>Non-Parametric Tests</b>			
19.	Chi-Square Test	3	
20.	Mann-Whitney (U test)	2	
21.	Kruskal-Wallis (H test)	2	
<b>Bivariate analysis - Correlation and Regression (10 hours)</b>			
22.	Pearson Correlation & Partial Correlation	2	C4
23.	Spearman's Rank Correlation	2	
24.	Simple Linear Regression	2	
25.	Multiple Linear Regression	2	
26.	Multinomial Logistic Regression	2	
27.	<b>Factor Analysis (2 hours)</b>		
<b>Time Series Forecasting (8 hours)</b>			
28.	The Simple Moving Average	2	C5
29.	Auto Regression (AR)	3	
30.	Autoregressive Integrated Moving Average (ARMA)	3	
	<b>Total</b>	<b>60</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	To conduct descriptive analysis and create informative visualizations using different software tools.	P01, P02, P04, P06	
<b>C02</b>	To select and apply appropriate parametric or non-parametric hypothesis tests based on data characteristics and research questions.	P03, P05, P06	
<b>C03</b>	To Interpret and communicate statistical results in a clear and concise manner.	P02, P06, P07	
<b>C04</b>	To Perform basic bivariate analysis using correlation and regression techniques.	P01, P04, P06	
<b>C05</b>	To forecast future trends in time series data using simple forecasting methods.	P03, P05, P07, P08	

<b>REFERENCES BOOKS</b>	
1.	"Discovering Statistics Using IBM SPSS Statistics" by Andy Field, Jeremy Miles, and Zoe Field
2.	"Statistics for Business and Economics" by Paul Newbold, William L. Carlson, and Betty Thorne
3.	"Applied Multivariate Statistical Analysis" by Richard A. Johnson and Dean W. Wichern
4.	"Introduction to the Practice of Statistics" by David S. Moore, George P. McCabe, and Bruce A. Craig
5.	"Time Series Analysis: Forecasting and Control" by George E. P. Box, Gwilym M. Jenkins, and Gregory C. Reinsel
6.	Diez, D. M., Barr, C. D., & Cetinkaya-Rundel, M. (2012). <i>OpenIntro statistics</i> (pp. 174-175). Boston, MA, USA:: OpenIntro.
7.	Provost, F., & Fawcett, T. (2011). Data science for business. <i>Mach. Learn.</i>

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3		2		2		
<b>CO 2</b>			3		2	3		
<b>CO 3</b>		2				3	3	
<b>CO 4</b>	2			3		2		
<b>CO 5</b>			3		3		2	3

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC303	DATA ANALYTICS FOR BUSINESS	CORE	3	-	-	-	3	3	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To understand the principles and applications of Business Analytics										
2	To develop essential skills in R programming for data analysis and manipulation.										
3	To understand and apply various statistical analysis techniques using R.										
4	To learn the fundamentals of Python programming and data structures.										
5	To perform data analysis and visualization techniques in Python using Pandas.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION TO BUSINESS ANALYTICS:</b> Meaning - Historical overview of data analysis – Data Scientist Vs Data Engineer Vs Business Analyst – Career in Business Analytics – Introduction to data science – Applications for data science – Roles and Responsibilities of data scientists							9	C1		
II	<b>R FOR DATA ANALYSIS:</b> Working with R: Reading and writing data-R Libraries-Functions and R programming–the If statement-looping: for, repeat, while-writing functions-function arguments and options– Basic R commands Reading And getting data In to R: Using CSV files, XML files, Web Data, JSON files, Databases and Excel files. Working with R Charts and Graphs: Histograms, Box plots, Bar Charts, Line Graphs, Scatterplots, Pie Charts							9	C2		

III	<b>STATISTICAL ANALYSIS IN R:</b> Random Forest, Decision Tree, Normal and Binomial distributions, Time Series Analysis, Linear and Multiple Regression, Logistic Regression, Survival Analysis.	9	C3
IV	<b>PYTHON FUNDAMENTALS AND DATA STRUCTURES:</b> Introduction to Python: Setting up Python environment, Basic syntax: variables, data types, operators, Control flow: conditional statements, loops, Functions. Working with Data in Python: Lists and dictionaries, Data manipulation: indexing, slicing, iteration, NumPy arrays. Data Preparation and Exploration: Apply learned skills to a small dataset, Clean and prepare data, Perform basic analysis and visualization	9	C4
V	<b>DATA ANALYSIS WITH PANDAS:</b> Introduction to pandas: Loading data from various sources (CSV, Excel, etc.), Data types and missing values, Data cleaning techniques, Filtering and selection. Data Analysis with pandas: Descriptive statistics, Time series analysis, Grouping and aggregation, Data Storytelling with Pandas: Analyze a chosen dataset using pandas, create informative visualizations, Communicate findings through a report or presentation	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Critically evaluate and analyze real-world business problems through a data-driven lens.	P01, P02, P04, P06	
<b>C02</b>	Effectively utilize R for data acquisition, cleaning, wrangling, and visualization.	P03, P05, P06	
<b>C03</b>	Apply appropriate statistical methods in R to answer business-oriented questions.	P02, P06, P07	
<b>C04</b>	Write basic Python programs for data manipulation and analysis.	P01, P04, P06	
<b>C05</b>	Utilize Pandas library to clean, analyze, and visualize data, communicating insights effectively.	P03, P05, P07, P08	

**REFERENCES BOOKS**

1.	Majid Nabavi, David L. Olson, Introduction to Business Analytics, Business Expert Press,2018
2.	Umesh R Hodeghatta and Umesha Nayak, Business Analytics Using R - A Practical ApproachApress, 2017.
3.	Peter Dalgaard. Introductory Statistics with R. 1st Edition. Springer-Verlag New York, Inc., 2019. ISBN 0-387-95475-9.
4.	James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). An introduction to statistical learning: with applications in R (Vol. 112). Springer.
5.	Lutz, M. (2019). Python for data analysis: Data wrangling, IPython, libraries, and visualization. O'Reilly Media.
6.	McKinney, W. (2017). Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython. O'Reilly Media.

**CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3		2		2		
<b>CO 2</b>			3		2	3		
<b>CO 3</b>		2				3	3	
<b>CO 4</b>	2			3		2		
<b>CO 5</b>			3		3		2	3

**3-Strong    2-Medium    1-Low**

# **IV -SEMESTER**





## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBE401	TOTAL QUALITY MANAGEMENT	CORE	3	-	-	-	3	3	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To offer students insights into the TQM framework and the importance of customer focus in ensuring quality.										
2	To shed light on and enhance understanding of the principles and philosophies underpinning quality management.										
3	To examine concepts such as statistical process control, process capability, and reliability within the realm of quality management.										
4	To raise awareness about the significance of the QFD process and both traditional and contemporary quality management tools.										
5	To clarify the ISO-QMS standards, develop strategies for quality audits, and foster a culture of TQM										
<b>COURSE CONTENT</b>											
UNIT	Details						No. of Hours	Course Objectives			
I	<b>INTRODUCTION TO TOTAL QUALITY MANAGEMENT:</b> Introduction - Need for quality - Evolution of quality - Definition of quality. Concept of Quality –different perspectives. Concept of total Quality – Design, inputs, process and output - TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception - customer retention. Dimensions of product and service quality. Cost of quality.						9	C1			
II	<b>QUALITY MANAGEMENT PHILOSOPHIES AND PRICIPLES:</b> Overview of the contributions of Quality Gurus - Crosby, Deming, Masaaki Imai, Feigenbaum, Ishikawa, Juran, Oakland, Shigeo Shingo, and Taguchi. Concepts of Quality circle, Japanese 5S principles and 8D methodology.						9	C2			

III	<b>STATISTICAL PROCESS CONTROL AND CAPABILITY:</b> Statistical Process Control (SPC) – Meaning, Significance. Construction of control charts for variables and attributes. Process capability – meaning, significance and measurement. Six sigma- concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, and product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.	9	C3
IV	<b>QUALITY TOOLS AND TECHNIQUES:</b> Quality Tools - The seven traditional tools of quality, New management tools. Six-sigma, Bench marking, Poka-yoke, Failure Mode Effect Analysis (FMEA) – reliability, failure rate, FMEA stages, design, process and documentation. Quality Function Deployment (QFD) –, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Taguchi - quality loss function, parameter and tolerance design, signal to noise ratio.	9	C4
V	<b>QUALITY MANAGEMENT SYSTEMS:</b> Introduction Quality management systems – IS/ISO 9004:2000 – Quality System –Elements, Documentation-guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 –Concepts. TQM - culture, framework, benefits, awareness and obstacles. Employee involvement – Motivation, empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal. Supplier - Selection, Partnering, Supplier Rating.	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Define Total Quality, Explore the development of Quality, and give precedence to customers' needs.	P01, P02, P04, P06	
<b>C02</b>	Elaborate on, assess, and adjust the principles and ideologies of quality control.	P03, P05, P06	
<b>C03</b>	Demonstrate and implement statistical process control, process capability, and reliability concepts for improved quality and establishment of a TPM system.	P02, P06, P07	

<b>C04</b>	Grasp and utilize various quality tools, and create a house of quality Matrix by aligning customers' and technical requirements.	P01, P04, P06
<b>C05</b>	Comprehend, scrutinize, and formulate quality management systems, and assess and choose suppliers.	P03, P05, P07, P08
<b>READING LIST</b>		
1.	The TQM Journal, Emerald Insight	
2.	International Journal of Quality, & Reliability Management, Emerald	
3.	Sanjay L. Ahire, Robert Landeros, Damodar Y. Golhar, Components of successful total quality management, The TQM Magazine, Emerald Insight	
4.	Juan José Tarí, Total Quality Management: A Literature Review and an agenda for future research, Wiley Online Library	
<b>REFERENCES BOOKS</b>		
1.	Panneerselvam. R, Sivasankaran. P, Quality Management, PHI Learning, 2014.	
2.	Poornima M. Charantimath, Total Quality Management, Pearson Education, 2 <sup>nd</sup> Edition, 2011.	
3.	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.	
4.	Dale H. Besterfield et al, Total Quality Management, 3 <sup>rd</sup> edition, Pearson Education, First Indian Reprints, 2004.	

#### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3		2		2		
<b>CO 2</b>			3		2	3		
<b>CO 3</b>		2				3	3	
<b>CO 4</b>	2			3		2		
<b>CO 5</b>			3		3		2	3

**3-Strong      2-Medium      1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBCC402	DATA SCIENCE AND ARTIFICIAL INTELLIGENCE	CORE	3	-	-	-	3	3	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To Understand the role and applications of data science in business.										
2	To learn data analysis tools and techniques for data cleaning, preparation, and visualization.										
3	To apply the data science workflow to solve real-world business problems.										
4	To leverage statistical analysis for informed decision-making across various departments.										
5	To understand the potential of machine learning and future trends in data science.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION TO DATA SCIENCE:</b> Overview of data science and its applications in business – Introduction to data analysis tools and techniques – Understanding the data science workflow: data collection, cleaning, analysis, and interpretation. The Data-Driven Decision-Making Process: Identifying and framing business problems using data, Data-driven decision-making frameworks.							9	C1		
II	<b>DATA MINING:</b> Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System with a Database or Data Warehouse System, Major issues in Data Mining. Data Pre-processing: Need, Data Cleaning, Data Integration & Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.							9	C2		

III	<b>MACHINE LEARNING:</b> Introduction to Machine Learning - History and Evolution - AI Evolution – Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science-Supervised Learning, Unsupervised Learning, Reinforcement Learning–Frame works for building Machine Learning Systems.	9	C3
IV	<b>UNIT – 3 – INTELLIGENT SYSTEMS</b> Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications -Tic-Tac- Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction -General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.	9	C4
V	<b>FUTURE TRENDS IN DATA SCIENCE AND BUSINESS:</b> Artificial Intelligence (AI): Advancements in AI beyond traditional machine learning: large language models, explainable AI – Potential applications in various business domains: personalized marketing, automated operations, intelligent assistants. Big Data and Data Management: Evolution of data storage and processing technologies: cloud computing, edge computing – Strategies for managing and analyzing increasingly complex and diverse data sets – Importance of data security and privacy in a big data world.	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Confidently apply data science tools and techniques to analyze business datasets.	P01, P02, P04, P06	
<b>C02</b>	Employ data-driven approaches to frame and answer business questions.	P03, P05, P06	
<b>C03</b>	Make informed decisions leveraging insights from statistical analysis and machine learning.	P02, P06, P07	
<b>C04</b>	Critically evaluate future trends in data science and their potential impact on business.	P01, P04, P06	
<b>C05</b>	Communicate data-driven findings effectively to inform business decisions.	P03, P05, P07, P08	

<b>REFERENCES BOOKS</b>	
1.	Introduction to Data Science a Python approach to concepts, Techniques and Applications, Iqbal, L;Seghi', S. Springer, ISBN:978-3-319-50016-4 Parteek Bhatia; Data mining and data warehousing; Principles and Practical applications; Cambridge University Press; 2019
2.	"An Introduction to Statistical Learning: with Applications in R" by Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani
3.	YoshuaBengio,"Learning Deep Architectures for AI",Foundations and Trends in Machine Learning.
4.	SarojKaushik,"Artificial Intelligence", Cengage Learning India Pvt.Ltd.
5.	DeepakKhemani,"A First Course in Artificial Intelligence", McGraw Hill Education (India) Private Limited, New Delhi.
6.	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3		2		2		
<b>CO 2</b>			3		2	3		
<b>CO 3</b>		2				3	3	
<b>CO 4</b>	2			3		2		
<b>CO 5</b>			3		3		2	3

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEH01	LABOUR MANAGEMENT & LABOUR CODES	ELECTIVE	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To study the workers' and employers' in Industries and the legal system at the institutional level										
2	To understand the compliances under labour laws										
3	To gain knowledge on the Development and growth of industrial democracy										
4	To detail the major challenge that facilitates employment growth while protecting workers' rights.										
5	To create awareness and importance of Company's Act 2013										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>LABOUR MANAGEMENT:</b> Meaning-Labour Management system – Labour Management committees' - Levels and Methods of Workmen Participation in Management-Essential Prerequisites For Effective WPM- Significance of WPM-Obstacles Of WPM- Imperativeness of Human Capital							9	C1		
II	<b>CODE OF DISCIPLINE:</b> Discipline and disciplinary action- objectives –forms and types-causes of indiscipline-types-steps— Practicing 5 S -Douglas McGregor's Hot Stove Rule disciplinary of discipline-Essentials of Good Disciplinary System							9	C2		
III	<b>NEW WAGE CODE</b> –New Features & Highlights Common Changes across the 2020 Labour Codes-The Code on Wages, 2019 -- The Code on Social Security 2020- Social security entitlements- Provisions on appeals, assessment, and offences and penalties							9	C3		

IV	<b>LABOUR CODES 2020-</b> The Occupational Safety, Health and Working Conditions Code, 2020-Threshold for coverage of establishments - Key Issues in the Industrial Relations Code, 2020 Comparison between fixed term employment, permanent employment and contract labour	9	C4
V	<b>COMPANY LAW AND LABOUR RELATIONS:</b> Company Law 2013- Charter Documents- labour laws in India for private companies 2020 - Compliances under Labour Laws- Procedure for Strikes and Lock outs -IBC Code	9	C5
<b>Total</b>		<b>60</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>CO1</b>	Describe the basic concepts of labour Management	PO4, PO6, PO8
<b>CO2</b>	Summarize the importance of Code of Discipline	PO1, PO2
<b>CO3</b>	Outline the Workers Participation in Management	PO5, PO6, PO7
<b>CO4</b>	Summarize the various key issues in Labour Code 2020	PO4, PO5
<b>CO5</b>	Formulate the various compliances and charter documents	PO3, PO8

### READING LIST

1.	<a href="https://labour.gov.in/labour-codes">https://labour.gov.in/labour-codes</a>
2.	New labour codes in India: What it means for workers, employers, and HR tech
3.	<a href="https://www.kinstellar.com/news-and-insights/detail/2419/amendment-to-the-labour-code-2023">https://www.kinstellar.com/news-and-insights/detail/2419/amendment-to-the-labour-code-2023</a>
4.	<a href="https://labourlawreporter.com/">https://labourlawreporter.com/</a>

### REFERENCES BOOKS

1.	Labour Laws 2024 Edition by Taxmann's Editorial Board, Taxmann
2.	Kapoor, G,k., Sanjay Dhamija.,(2019) Company Law-A Comprehensive Text Book on Companies Act 2013 University Edition 22nd Edition.Taxmann
3.	Law Publishing house New Industrial & Labour Codes by VK Kharbanda & Vipul Kharbanda Edition 2021
4.	Sumedha's Labour and Industrial Codes by Harshul Bangia Edition 2020
5.	Parul Gupta Industrial Relations & Labour Laws for Managers Edition: 2nd Edition, 2023

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	2			2		2		2
<b>CO 2</b>		3						
<b>CO 3</b>					2	2	2	
<b>CO 4</b>				3	3			
<b>CO 5</b>			3					3

**3-Strong    2-Medium    1-Low**





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**St. Xavier's College (Autonomous), Palayamkottai**

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEH02	COMPENSATION AND REWARDS MANAGEMENT	ELECTIVE	3	-	-	-	3	45	50	50	100

### COURSE OBJECTIVES

1	To familiarize the students to the basic concepts of compensation
2	To provide insights on compensation planning
3	To throw light on compensation Pay
4	To Explore the connection between compensation and performance management.
5	To comprehend the legal and ethical considerations associated with compensation and reward management.

### COURSE CONTENT

UNIT	Details	No. of Hours	Course Objectives
I	<b>Compensation:</b> types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic	9	C1
II	<b>Compensation Planning:</b> Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades	9	C2

	and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.		
III	<b>Variable Pay:</b> Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.	9	C3
IV	<b>Executive Compensation:</b> Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.	9	C4
V	<b>Performance Management and Reward Systems</b> Incentive Pay and Bonus Structures - Recognition Programs for Employee Performance-Linking Performance Metrics to Rewards- Non-Monetary Rewards-Employee Recognition and Appreciation-Career Development Opportunities- Work-Life Balance Initiatives-Employee Wellness Programs-Legal Frameworks Governing Compensation and Rewards-Ethical Considerations in Reward Management-Strategic Reward Management	9	C5
	<b>Total</b>	<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be familiarized with compensation	PO4,PO8	
<b>CO2</b>	Understand Compensation Planning	PO1,PO2	
<b>CO3</b>	Design Executive Compensation	PO2,PO6	
<b>CO4</b>	Understand Wage administration in India	PO6,PO7	
<b>CO5</b>	Gain Comprehensive overview of Reward Management.	PO8	

<b>READING LIST</b>	
1.	A Strategic Perspective on Compensation Management, Milkovich, George T.
2.	Compensation Management, Dipak Kumar Bhattacharyya
3.	Employees Perception Towards Compensation Management Practices in Software Industry: An Indian Evidence, Dr. Das Kishore Kumar
4.	Compensation in Organizations, Sara L. Rynes, Barry Gerhart
<b>REFERENCES BOOKS</b>	
1.	B. D. Singh, Compensation and Reward Management, Excel Books, 2012.
2.	Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 10th Edition, 2011.
3.	Dr. M.W. Shaikh, Compensation and Reward Management, eBooks2go, 2022
4.	Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.
5.	Jerry M. Newman, Barry Gerhart & George T. Milkovich, Compensation, McGrawHill, 12 <sup>th</sup> Edition, 2020.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2				M
<b>CO 2</b>	2	2						
<b>CO 3</b>		2				2		
<b>CO 4</b>						2	2	
<b>CO 5</b>								3

**3-Strong    2-Medium    1-Low**



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COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEH03	TRAINING AND DEVELOPMENT	ELECTIVE	2	-		-	3	45	50	50	100

### COURSE OBJECTIVES

1	To explain the role of training and development in human resources management
2	To describe the psychology of the learning process on which training is based
3	To analyze the training needs of an organization
4	To assess, design, access and implement various methods, techniques and sources of training.
5	To introspect the four phases in the HR training process namely delivery, assessment, development and evaluation.

### COURSE CONTENT

UNIT	Details	No. of Hours	Course Objectives
I	<b>Introduction to training:</b> Need and importance of Training and development in organization - A Systematic Approach to Training & Development - Training phase – Mentoring – Meaning, Definition, Importance, Process of Mentoring, Benefits	9	C1
II	<b>Methods of Training:</b> Instructional Approaches: Internal Training Vs External Training -Training Methods-On the job, Off the job training-Role of Trainers - Qualities of Good Trainers - Corporate training - Training to Trainers - On Line Training-	9	C2

	International education-training methods- Training online Platforms		
III	<b>Practicum in Training:</b> Training in Service Industry , Manufacturing Industry, Entrepreneurs - Sales Training – IT & ITES Training –Training in Defense forces - Reverse Mentoring- Reverse Mentoring in Companies, Industries	9	C3
IV	<b>Learning and Development Strategy:</b> Objectives and learning outcomes-Sequencing learning content-Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning-Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, Setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis- Learning Key Techniques.	9	C4
V	<b>Competency Mapping:</b> HR Competence audit-Role of Assessment centers- Strategies to address the gaps - Integrating the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession & Career Planning - Competency Based Compensation and Benefits - Competency based Training & Development - Reassess competencies and evaluate ROI.	9	C5
	Total	<b>45</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Recognize the importance of training and understand the various training needs and analysis in any organization	PO4,PO 8
<b>C02</b>	Implement the different methods of training analyzing the need of the organization	PO1,PO 2
<b>C03</b>	Differentiate the different models of training and understand their importance	PO2,PO 6
<b>C04</b>	Evaluate the different kinds of training based on the industry you work for	PO6,PO 7
<b>C05</b>	Comprehend the importance of Competency Mapping	PO8

<b>READING LIST</b>	
1.	Boller, Fletcher, 'Design Thinking for Training and Development'
2.	The Gamification of Learning and Instruction by Karl M. Kapp
3.	Training and Development in Organizations by Stanley Ross
4.	Employee Training & Development by Raymond Noe
<b>REFERENCES BOOKS</b>	
1.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even Exist Yet, 1st Edition, Wiley 2020.
2.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1st edition, 2020.
3.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1st edition, Oak Tree Press, 2020.
4.	Nigel Paine, "Workplace Learning: How to Build a Culture of Continuous Employee Development" 1st Edition, Kogan Page; 1st edition
5.	Raymond A. Noe , Amitabh Deo Kodwani , Employee Training and Development ,9th Edition – 14 September 2023; McGraw Hill

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				M
CO 2	2	2						
CO 3		2				2		
CO 4						2	2	
CO 5								3

**3-Strong    2-Medium    1-Low**



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									CIA	EXTERNAL	TOTAL
<b>23XBEH04</b>	<b>TALENT MANAGEMENT</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To have a clear understanding of the concept of talent management and its role										
2	To acquire knowledge on talent planning										
3	To obtain knowledge on talent acquisition and retention										
4	To understand the concept of competency mapping and models of competency mapping										
5	To understand the methodology to be followed in competency mapping										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Talent Management:</b> Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent, Tools for Managing Talent. Building blocks of talent management- performance management,							9	C1		

	conducting performance reviews, Appraising executive talent, selecting the right appraisal.		
II	<b>Talent Planning - Understanding the needs and mind set of employees,</b> Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.	9	C2
III	<b>Talent Acquisition and Retention -</b> Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model (Satisfy, Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.	9	C3
IV	<b>Competency Mapping:</b> Concepts and definition of competency; types of competencies, Features of competency, approaches to mapping methods, Competency mapping procedures and steps , 5- level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.	9	C4
V	<b>Methodology of Competency Mapping:</b> Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping , competency-based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.	9	C5
	<b>Total</b>	<b>45</b>	



<b>COURSE OUTCOMES</b>		
<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>C01</b>	Have a clear understanding on the concept of talent management and its role	PO2,PO4,PO5
<b>C02</b>	Gain knowledge on talent planning	PO1,PO4
<b>C03</b>	Earn knowledge on talent acquisition and retention	PO3,PO5,PO8
<b>C04</b>	Comprehend the concept of competency mapping and models of competency mapping	PO1,PO6
<b>C05</b>	Understand the methodology to be followed in competency mapping	PO1,PO7
<b>READING LIST</b>		
1.	Talent management, William J Rothwell	
2.	Talent Management for the 21 <sup>st</sup> century, P Cappelli-HBR	
3.	Strategic Talent Management, Robert J Greene	
4.	Reinventing Talent Management, Edward E Lawler	
<b>REFERENCES BOOKS</b>		
1.	Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016	
2.	Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018.	
3.	Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition, 2012.	
4.	Marc Efron., (2018).One Page Talent Management, with a New Introduction: Eliminating Complexity, Adding Value. Harvard Business Review.	
5.	Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.	
6.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		3	2			
<b>CO 2</b>	2			2				
<b>CO 3</b>			2		3			3
<b>CO 4</b>	2					2		
<b>CO 5</b>	3						2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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**St. Xavier's College (Autonomous), Palayamkottai**

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEH05</b>	<b>HUMAN CAPITAL PLANNING</b>	<b>ELECTIVE</b>	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To understand the basic concepts of Human resource planning										
2	To know the sources of recruitment and recent trends in recruitment										
3	To explore selection and induction processes in an organization										
4	To know and use various promotions, transfers and separations										
5	To learn ethical issues in human capital planning										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Human Resource Planning (HRP):</b> Objectives of HRP - Significance and methods of HRP - Methods of Forecasting, Demand and supply forecasting - Models of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.							6	C1		

II	<b>Sources of Recruitment:</b> Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, Employee Referral Initiatives, E-Recruitment /Online recruitment Technique - Recent trends in Recruitment, Evaluation of a recruitment program.	6	C2
III	<b>Selection &amp; Induction:</b> <b>Selection:</b> Selection Process, Selection Methods, Selection Test, different types of selection tests, Interview Techniques, Different types of interviews, Skill Gap Analysis <b>Placement:</b> Differences between recruitment, selection and placement <b>Induction:</b> Purpose – Objectives – Process and Principles – Factors of Effective Induction	6	C3
IV	<b>Promotion:</b> Promotion Procedure & Program, Demotion. Transfer - Purpose and Procedure – Types. Separations – Terminations – Dismissals – Suspension – Retrenchment – Layoffs – Resignations – VRS.	6	C4
V	<b>Ethical Issues:</b> Ethical issues in Human Capital Planning - Ethical issues in Recruitment and Selection, Ethical issues in Attrition and Retention, Ethical issues in Appraisal - Enhancing the effectiveness of Recruitment & Selection.	6	C5
	<b>Total</b>	<b>30</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Understand about the basic concepts of Human resource planning	P01	
<b>C02</b>	Know the sources of recruitment and recent trends in recruitment.	P02	
<b>C03</b>	Use appropriate selection and induction processes in an organization.	P04	

<b>C04</b>	Know various promotions, transfers and separations.	P02
<b>C05</b>	Learn the ethical issues in human capital planning.	P03,P08
<b>READING LIST</b>		
1.	The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance Sigal Habera Arie Reichelb	
2.	Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital, Nagwan Al Qershi	
3.	Beyond HR: The New Science of Human Capital By John W. Boudreau, Peter M. Ramstad	
4.	Human capital and regional development Alessandra Faggian, Félix Modrego, and Philip McCann	
<b>REFERENCES BOOKS</b>		
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, 1 <sup>st</sup> Edition 2014, Staffing Organizations, McGraw-Hill Education	
2.	Kenneth McBey, Strategic Human Resources Planning, Cengage learning, 5th Edition, 2015.	
3.	Dipak Kumar B, Human Resource Planning, Excel, 3rd Edition, 2016.	
4.	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices, 14th edition, McGraw-Hill.	
5.	H.R. Appannaiah, H.A. Bhaskara, (2021) – Human Capital Management, First edition – Himalaya publishing house.	
6.	William J Rothwell, H. C. Kazanas, Planning & Managing Human Resources: Strategic Planning for Personnel Management, HRD Press Inc., 2nd Edition, 2014.	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3							
<b>CO 2</b>		2						
<b>CO 3</b>				2				
<b>CO 4</b>		3						
<b>CO 5</b>			2					2

**3-Strong    2-Medium    1-Low**



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COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEH06	CAREER MANAGEMENT	ELECTIVE	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To comprehend the dimensions of career planning and career development, career management.										
2	To demonstrate techniques of self-assessment and changing landscapes of career management.										
3	To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.										
4	To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.										
5	To summarize and select appropriate Learning and Development for Career & Organizational growth										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Career Management:</b> Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development							6	C1		

	and Career Planning. Objectives and importance of career management.		
II	<b>Self-Assessment and Career Management:</b> Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.	6	C2
III	<b>Contemporary Issues in Career Management:</b> Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.	6	C3
IV	<b>Career Management System in Organization:</b> Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.	6	C4
V	<b>Role of Learning in Career Growth:</b> Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.	6	C5
	<b>Total</b>	<b>30</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Comprehend fairly the dimensions of career planning and career development, career Management.	P04, P06	
<b>C02</b>	Demonstrate techniques of self-assessment and Changing landscapes of career management.	P02, P08	

<b>C03</b>	Debate and conclude the contemporary issues in career management.	P03, P06
<b>C04</b>	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	P01, P08
<b>C05</b>	Summarize and select appropriate Learning and Development for Career & Organizational growth	P01, P03, P06
<b>READING LIST</b>		
1.	Ben Horowitz, 'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers'.	
2.	Angela Duckworth, 'Grit: The Power Of Passion and Perseverance'.	
<b>REFERENCES BOOKS</b>		
1.	Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.	
2.	John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.	
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers	
4.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st edition Sage Pub.	
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. MaheswariRambai, Encyclopedia of Personality Development and Career Management, 1st Edition 2016 Himalaya publishing house Pvt. Ltd.	
6.	Jonothan P West, Career Planning, Development, and Management: An Annotated Bibliography Routledge, 1st edition 2017.	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3							
<b>CO 2</b>		2						
<b>CO 3</b>				2				
<b>CO 4</b>		3						
<b>CO 5</b>			2					2

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

**St. Xavier's College (Autonomous), Palayamkottai**

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEH07</b>	<b>EMPLOYEE ENGAGEMENT &amp; EMPOWERMENT</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To understand Employee engagement and empowerment which represent powerful ways to enhance productivity and profitability.										
2	To study the heightened level of ownership where each employee wants to do whatever they can for the benefit of their internal and external customers										
3	To recognize the procedure for effectively engage workforce requirements digitally on a day-to-day basis.										
4	To understand Digital process of strategically optimizing the productivity of employees										
5	To Explore the methods for assessing and measuring employee engagement levels within an organization.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Employee Empowerment Understanding the Evolving Workplace- Defining Employee Engagement and Empowerment							9	C1		



	Significance of Employee Engagement for Organizational Success- The Link between Engagement, Empowerment, and Employee Performance		
II	<b>Leadership and Its Impact on Employee Engagement:</b> Organizational Culture and Values- Work-Life Integration and Employee Well-being- Technology and its Role in Employee Engagement-Strategies for Employee Engagement- Building a Positive Work Environment-Employee Recognition Programs- Designing Inclusive and Diverse Workplaces- Flexible Work Arrangements and Remote Work Policies	9	C2
III	<b>Technology and Tools for Engagement</b> Employee Engagement Ideas- Engaging and empowering Employees – Empowering Employees for Higher Engagement –Empowerment in Total Quality Management Employee Engagement Platforms and Tools- Gamification for Employee Motivation- Artificial Intelligence in Employee Engagement- Using Data Analytics for Continuous Improvement	9	C3
IV	<b>Assessing and Measuring Employee Engagement</b> Employee Surveys and Feedback Mechanisms- Key Performance Indicators for Engagement- Analyzing and Interpreting Engagement Data- Action Planning based on Survey Results	9	C4
V	<b>Future Trends in Employee Engagement and Empowerment</b> Examining Successful Employee Engagement Initiatives-Showcasing Organizations with Empowered Workforces-Learning from Failures: Lessons in Employee Engagement -Identifying Trends and Innovations in the Field- Emerging Technologies and their Impact Evolving Workplace Dynamics-Globalization and Remote Work Trends- Preparing for the Future of Employee Engagement	9	C5
	<b>Total</b>	<b>45</b>	

<b>COURSE OUTCOMES</b>		
<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>C01</b>	Describe the basic concepts of Employee Empowerment & Engagement.	PO2,PO4,PO5
<b>C02</b>	Recapitulate the Automation and Engagement of Workforce	PO1,PO4
<b>C03</b>	Outline the Employee Analytics and facility management	PO3,PO5,PO8
<b>C04</b>	Summarize the various strategies of Employee Engagement with Digital Workforce.	PO1,PO6
<b>C05</b>	Create an augmented workforce with Artificial Intelligence	PO1,PO7
<b>READING LIST</b>		
1.	"The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace" by Ron Friedman	
2.	"Employee Engagement 2.0: How to Motivate Your Team for High Performance" by Kevin Kruse	
3.	"Employee Engagement: A Roadmap for Creating Profits, Optimizing Performance, and Increasing Loyalty" by Brad Federman	
4.	"The Art of Engagement: Bridging the Gap Between People and Possibilities" by Jim Haudan and Rich Berens	
<b>REFERENCES BOOKS</b>		
1.	Glenn Elliott and Debra Corey., (2018) Build It: The Rebel Playbook for World-Class Employee Engagement. Wiley Publications	
2.	Jarrod McGrath.,(2018). The Digital Workforce: The 5-Step Methodology to Smarter Workforce Management.Smart Wfm Pty.Ltd	
3.	Amelia Manuti ., Pasquale Davide de Palma.,(2017)Digital HRA Critical Management Approach to the Digitalization of Organizations. Research Gate	

### **CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		3	2			
<b>CO 2</b>	2			2				
<b>CO 3</b>			2		3			3
<b>CO 4</b>	2					2		
<b>CO 5</b>	3						2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

**St. Xavier's College (Autonomous), Palayamkottai**

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEH08</b>	<b>LEADERSHIP COMPETENCIES</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To understand Leadership competencies, skills and behaviors that contributes to superior performance of the organization										
2	To identify the Leadership Style that best suits the workplace										
3	To recognize the effective Leadership practices that accommodates in the New Normal Phase										
4	To understand the importance of diversity, equity, and inclusion in leadership.										
5	To Explore crisis management strategies and effective leadership during challenging situations.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Leadership Characteristics</b> Characteristics of a Leader -Leadership Principles – Theories of Leadership - Qualities of Leadership- Management Practices for Effective Leadership- Importance of Leadership Competencies in Organizational Success							9	C1		

II	<b>Developing Self-Awareness in Leadership</b> Emotional Intelligence and its Impact on Leadership Effectiveness- Recognizing and Managing Emotional Triggers- Building Resilience in Leadership-Hall marks of Leadership-Leadership and Power-Leadership and Hierarchy- Leaders as Encouragers & Motivators-Team Leaders- The Role of Leadership in Change Management – Implementing Work Life Balance to Employees	9	C2
III	<b>Types Of Leadership</b> Functional Leadership- Stewardship- Servant Leadership- Situational Leadership – Cross Cultural Leadership- Fiedler's Contingency model of leadership-Women in Leadership-Global Leadership – Digital Leadership	9	C3
IV	<b>Leadership Style In Organization Performance</b> Organization Culture - Leadership style in Organization Culture- Leadership style and effectiveness – Leadership style in Managerial Performance - Leadership Style in Organization Performance –Conflict Management Leadership Style in Change Management	9	C4
V	<b>Leadership Competencies</b> Leadership Core Competencies- MICE – Leadership competencies in the New Normal-leadership competencies in Modern India- Global Leadership Competencies Leadership Competency Model-Self-Reflection on Leadership Journey- Creating a Personal Leadership Development Plan	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Comprehend the characteristics of a Leader and Leadership Principles	P02,P04,P05	

<b>CO2</b>	Clarify the vision during times of Change and the ways to stay connected with the employees	PO1,PO4
<b>CO3</b>	Illustrate the various types of leadership	PO3,PO5,PO8
<b>CO4</b>	Differentiate Leadership and Power and the need for Power to influence, develop and learn the ability to do the job of a leader.	PO1,PO6
<b>CO5</b>	Cultivate the idea of creating Leadership Development Plan	PO1,PO7

#### READING LIST

1.	"Leadership and Self-Deception: Getting Out of the Box" by The Arbinger Institute
2.	"Leaders Eat Last: Why Some Teams Pull Together and Others Don't" by Simon Sinek
3.	"Emotional Intelligence 2.0" by Travis Bradberry and Jean Greaves
4.	"Leadership in War" by Andrew Roberts

#### REFERENCES BOOKS

1.	Leadership Development, by John Mitchell, Natalie Mitchell and Bogdan Gudzenko, 2012
2.	Leadership And Management Development: Developing Tomorrow'S Managers by Kevin Dalton, Pearson India.2013
3.	Leadership 9Th Edition by HUGHES, ET ALL, HUGHES, ET ALL, Mcgrawhill

#### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2		3	2			
<b>CO 2</b>	2			2				
<b>CO 3</b>			2		3			3
<b>CO 4</b>	2					2		
<b>CO 5</b>	3						2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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**St. Xavier's College (Autonomous), Palayamkottai**

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEH09</b>	<b>STRATEGIC HRM</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To familiarize the students with the basic concepts of Strategic Management										
2	To provide insights into Environmental Forecasting										
3	To throw light on Human Resource Strategy										
4	To elucidate on Strategic Human Resource Processes										
5	To create awareness and importance of New Economic Policy and HRM Strategy										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Strategic Management:</b> Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;							9	C1		
II	<b>Environment Forecasting:</b> Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership							9	C2		

	and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.		
III	<b>Human Resource Strategy (HRS):</b> Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation -Reskilling and Upskilling: Addressing skill gaps through training and development. Implementing strategies for continuous learning and skill enhancement.	9	C3
IV	<b>Strategic Human Resource Processes:</b> Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.	9	C4
V	<b>Agile HR Practices:</b> Implementing agile methodologies in HR processes. Adapting HR strategies to rapid changes in the business environment. Leveraging technology for HR functions (e.g., AI in recruitment, HR analytics).Navigating the challenges of digital transformation in HR.	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Comprehend the application of Strategic Management	P01, P02, P06, P07	
<b>C02</b>	Evaluate Corporate Strategy & aid in Environment Forecasting	P01, P06, P07	
<b>C03</b>	Develop strategies, approaches for higher Organizational Performance	P01, P02, P06	
<b>C04</b>	Elucidate on Strategic Human Resource Processes and resource utilization	P01, P06, P07	
<b>C05</b>	Analyze and formulate New Economic Policy and HRM Strategy	P02, P06, P07	

### READING LIST

1.	J.C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise'.
2.	Mark Schaefer, 'Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing'.
3.	NirajDawar, 'Tilt: Shifting Your Strategy from Products to Customers'.
4.	W. Chan Kim, 'Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant'.

### REFERENCES BOOKS

1.	Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1 <sup>st</sup> Edition 2020.
2.	Julie Beardwell , Tim Claydon, Human Resource Management: A Contemporary Approach 2010,Prentice Hall; 6th edition
3.	Gary Rees & Paul Smith, Strategic Human Resource Management An International Perspective, Sage, 3rd Edition, 2021.
4.	Marielle G. Heijltjes, Strategic Human Resource Management, Sage Publications Ltd. (UK), 1 <sup>st</sup> Edition 2000.
5.	Rajib Lochan Dhar: Strategic Human Resource Management, Excel Books New Delhi, 1 <sup>st</sup> Edition 2010.
6.	David Ulrich, Jon Younger, Wayne Brocbank, 'HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)', McGraw Hill. 1st Edition, 2012.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	2	2				3	2	
<b>CO 2</b>	2					3	2	
<b>CO 3</b>	2	2				3		
<b>CO 4</b>	2					2	2	
<b>CO 5</b>		2				2	2	

**3-Strong    2-Medium    1-Low**





## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

**St. Xavier's College (Autonomous), Palayamkottai**

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEH10</b>	<b>HR ANALYTICS</b>	<b>ELECTIVE</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>30</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To derive a strong understanding of HR Analytics, Process and impact										
2	To expand the learning on statistics and toolkits of HRM										
3	To summarize the best practices in HR analytics										
4	To collate and appraise optimal methods for measuring HR contribution										
5	To develop and construct HR regulations and reporting requirements										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to human resource analytics:</b> Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.							6	C1		
II	<b>Statistics for HRM:</b> Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash Boards, analyzing and reporting.							6	C2		

III	<b>Best Practices in HR analytics:</b> Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction Analytics.	6	C3
IV	<b>Measuring HR contribution:</b> Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain- Balance Score card – ROI –Predictive Analytics.	6	C4
V	<b>HR regulations and reporting requirements:</b> HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.	6	C5
<b>Total</b>		<b>30</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Gain clarity on the concept of HR Analytics	PO1, PO2, PO6
<b>C02</b>	Explore on statistics and toolkits	PO1, PO3, PO6
<b>C03</b>	Contrasting and assimilating best practices in HR analytics	PO2, PO6
<b>C04</b>	Demonstrate in analyzing optimal methods for measuring HR contribution	PO1, PO6
<b>C05</b>	Design and construct HR regulations and reporting requirements	PO1, PO2, PO6

### READING LIST

1.	Mong Shen Ng, 'Predictive HR Analytics, Text Mining & Organizational Network Analysis (ONA)'
2.	Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig, 'The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance'
3.	Steve van Wieren, 'Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish'

4.	Erik van Vulpen, 'The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees'
<b>REFERENCES BOOKS</b>	
1.	Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.
2.	Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1 <sup>st</sup> Edition, 2014.
3.	Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association Amacom, 1 <sup>st</sup> Edition, 2018.
4.	Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi& Company, 1st Edition, 2012.
5.	Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1 <sup>st</sup> Edition, 2017.
6.	Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	2	2				3		
<b>CO 2</b>	2		2			3		
<b>CO 3</b>		2				3		
<b>CO 4</b>	2					2		
<b>CO 5</b>	2	2				2		

**3-Strong**

**2-Medium**

**1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit BUSINESS School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP01	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	ELECTIVE	3	-	-		3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market										
2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges										
3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision										
4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis										
5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment										
<b>COURSE CONTENT</b>											
UNIT	DETAILS							NO. OF HOURS	COURSE OBJECTIVES		
I	<b>Investment</b> - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver-Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.							9	C1		
II	<b>Securities Market</b> - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market							9	C2		

	– Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI. ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.		
III	<b>Fundamental Analysis</b> - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	9	C3
IV	<b>Technical Analysis</b> - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.	9	C4
V	<b>Portfolio Management</b> -Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	9	C5
	<b>Total</b>	<b>45</b>	

#### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Understand the role of Risk Return propositions in Securities analysis such as fixed income securities, preference shares and ordinary shares.	P02, P06, P07
<b>C02</b>	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	P02, P04, P06, P07
<b>C03</b>	Analyze the investment decisions with the help of fundamental analysis techniques.	P02, P04, P07, P08
<b>C04</b>	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	P04, P06 P07
<b>C05</b>	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	P06, P07

<b>READING LIST</b>	
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009
3.	The Journal of Portfolio Management, Springer
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank
<b>REFERENCES BOOKS</b>	
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning, New Delhi, 8th edition, 2018.
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2nd Edition, Pearson, 2015.
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		3				3	3	
<b>CO 2</b>		3		2		3		
<b>CO 3</b>		3		3		2		
<b>CO 4</b>				2		3	3	
<b>CO 5</b>						2	3	

**3-Strong 2-Medium 1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEO2	TAX MANAGEMENT	ELECTIVE	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To make an understanding on the tax system										
2	To enrich on taxation procedure under different heads of income										
3	To create awareness on deductions, set off and carry forwards in tax management										
4	To enable computation of taxable income										
5	To provide insight knowledge on direct tax system										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Income Tax Law – important concepts - Scheme of Taxation –types of Taxes, concept, objectives canons of Taxation and factors to be considered for Tax Planning - Tax exemption – Residential status–Tax free incomes.							9	C1		
II	Heads of Income–Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of BUSINESS of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; charge able incomes; specific deductions; amount not deductible; computation of taxable income from other sources.							9	C2		
III	Deductions to be made in computing total income – Resales and Reliefs of Income tax–Taxation of Non-Residents. Income–tax Payment and Assessment-Tax deduction at source; advance tax; self-assessment tax assessment procedure - Filing of Income Tax Returns–Provisions, Forms and Due Dates, Notices and Assessments –Regular and best judgment assessment revision, rectification and appeal, provision relating to interest and refund of tax.							9	C3		

IV	Corporate Taxation-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 in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds.	9	C4
V	Wealth Tax and Other Direct Taxes - Wealth Tax Act and Rules, definition of Wealth and Its Components, Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act. Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme–Tax on income by UTI or Mutual fund –Venture Capital Company/Venture Capital Funds.	9	C5
<b>Total</b>		<b>45</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	State the basic concepts of tax management system in India.	C1
<b>C02</b>	Discuss the taxation procedure involved under different heads of income.	C2
<b>C03</b>	Calculate on the deduction procedures, set off and carry forward procedures.	C3
<b>C04</b>	Analyze the ways to compute total taxable income.	C4
<b>C05</b>	Prepare direct tax system.	C5

### READING LIST

1.	Direct Taxes Law and Practice, Vinod K Singhania and Kapil Singhania, Taxmann, 2021
2.	Income Tax ready reckoner for 2021-22 e-book, Taxguru.
3.	<a href="https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf">https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf</a>
4.	Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhania, Taxmann



<b>REFERENCES BOOKS</b>	
1.	Students Guide to Income Tax by Dr.Vinod K.Singhania and Monica Singhania, Taxmann's flagship publication, Latest Edition.
2.	Indirect Tax by Vinod K. Singania Taxmann's flagship publication, Latest Edition
3.	Iyengar, AC., Sampat Law of Income Tax. Allahabad, Bharat Law House. Latest Edition.
4.	Dr.H.C.Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income tax and Indirect taxes, Sahithya Bhagwan Publications, Latest Edition.
5.	T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theory, Law Practice, Margham Publishers, Latest Edition.
6.	Students Guide to Income Tax by Dr.Vinod K. Singhania and Monica Singhania, Taxmann's flagship publication, Latest Edition.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2				3	3	
<b>CO 2</b>						3	3	
<b>CO 3</b>						3	3	
<b>CO 4</b>						3	3	
<b>CO 5</b>						3	3	

**3-Strong 2-Medium 1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit BUSINESS School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEP03</b>	<b>SECURITIES LAW AND CAPITAL MARKET IN INDIA</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	Understand the role and functioning of the Indian capital market.										
2	Analyze the key securities laws and regulations in India.										
3	Identify and assess the regulatory framework for various segments of the capital market, including equity, debt, and derivatives.										
4	Evaluate the impact of legal and regulatory developments on investment decisions and corporate governance practices.										
5	Develop critical thinking and problem-solving skills in the context of securities law and capital markets.										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours		Course Objectives							
I	<b>Unit 1: Introduction to Securities Regulation</b> Securities Contracts (Regulation) Act, 1956: Objectives, rules and regulations, key definitions (securities, contracts, stock exchange, clearing corporation). Public Issue and Listing of Securities: Process, rules under SCR Rules, 1957. Securities and Exchange Board of India Act, 1992: Objectives, powers and functions of SEBI, Securities Appellate Tribunal (SAT).	7		C1							

II	<p><b>Unit 2: Depositories &amp; Capital Raising</b>          Depositories Act, 1996: Depository system, roles of depositories and participants, admission of securities, dematerialization &amp; re-materialization, depository process, inspection, penalties.          SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2009: Overview of requirements for public issues, including prospectus guidelines, disclosures, and continuing obligations.          SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015: Overview of listing norms, periodic reporting requirements, corporate governance framework for listed companies.</p>	9	C2
III	<p><b>Unit 3: Takeovers, Buybacks &amp; Delisting</b>          SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011: Overview of framework for takeovers and acquisitions, including open offers, creeping acquisitions, and green shoe option.          SEBI (Buyback of Securities) Regulations, 1998: Conditions for buyback, methods (tender offer, open market), general obligations, and penalties.          SEBI (Delisting of Equity Shares) Regulations, 2009: Voluntary and compulsory delisting procedures, including exit opportunities for investors.</p>	10	C3
IV	<p><b>Unit 4: Insider Trading &amp; Investor Protection</b>          SEBI (Prohibition of Insider Trading) Regulations, 2015: Prohibition on insider trading, definition of unpublished price sensitive information (UPSI), disclosure requirements, codes of conduct, penalties, and appeals.          SEBI (Share Based Employee Benefits) Regulations, 2014: Overview of regulations for employee stock options and sweat equity schemes.          SEBI (Issue of Sweat Equity) Regulations, 2002: Overview of issuance and utilization of sweat equity by companies.          SEBI (Ombudsman) Regulations, 2003: Grievance redressal mechanism for investors, including procedure, implementation of awards, and SEBI Informal Guidance Scheme.</p>	10	C4

V	<b>Unit 5: Mutual Funds &amp; Collective Investment Schemes</b> Mutual Funds: Types of schemes, key players (sponsor, AMC, trustee, unit holder), performance evaluation (NAV, expense ratio, returns). Collective Investment Schemes (CIS): Regulatory framework, restrictions on BUSINESS activities, information submission requirements, and trustee obligations.	9	C5
	<b>Total</b>	<b>45</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
C01	Students will gain a comprehensive understanding of the regulatory framework governing securities in India, including the Securities and Exchange Board of India (SEBI) Act, regulations, and related statutes.	PO4, PO6
C02	Students will be proficient in the operational aspects of the capital market in India.	PO2, PO6
C03	Students will develop an understanding of the legal compliance requirements related to securities issuance, trading, and disclosure obligations.	PO2, PO4, PO6
C04	Students will possess the skills to navigate regulatory compliance issues in the capital market.	PO2, PO6
C05	Students will develop analytical capabilities to evaluate and analyze capital market transactions	PO4, PO6

### READING LIST

1.	SEBI regulations and circulars.
2.	Research papers and articles on current issues in the capital market.

### REFERENCES BOOKS

1.	Securities & Investment Laws by T.K. Vishwanathan: This in-depth treatise covers all major aspects of Indian securities law, including SEBI regulations, public issues, listing, takeovers, insider trading, and investor protection.
2.	The Law of Securities Market in India by P.L. Malik: Similar to Vishwanathan's book, Malik offers a comprehensive guide covering various regulations, landmark Cases, and practical aspects.
3.	Capital Markets and Securities Laws by E.T. Loknathan: This book presents a concise and readable overview of key legal and regulatory framework in the Indian capital market. It is particularly suitable for beginners or those seeking a Foundational understanding.

4.	Securities Laws & Capital Markets by Rachit Dhingra: This book offers a practical approach with easy-to-understand explanations, diagrams, and case studies. It's a good choice for students seeking a clear and practical introduction.
5.	SEBI Regulations – A Compendium by P.N. Lekhi: This compilation provides a comprehensive collection of SEBI Regulations and guidelines, useful for in-depth Research and reference.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2		2				2		
CO 3		2		2		2		
CO 4		2				2		
CO 5				2		2		

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit BUSINESS School)

**St. Xavier's College (Autonomous), Palayamkottai**

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEF04</b>	<b>MERCHANT BANKING AND FINANCIAL SERVICES</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>		<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>COURSE OBJECTIVES</b>											
1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market										
2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities										
3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating										
4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation										
5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours		Course Objectives							
I	Merchant Banking: Introduction–An Overview of Indian Financial System – Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.	9		C1							
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers –	9		C2							

	Advertising Consultants etc.- Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement – Bought out Deals–Placement with FIs, MFs, FIIs, etc.  Off-Shore Issues. – Issue Marketing–Advertising Strategies–NRI Marketing–Post Issue Activities.		
III	Fee based financial services: Mergers and Acquisitions –Portfolio Management Services–Credit Syndication–Credit Rating–BUSINESS Valuation.	9	C3
IV	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.	9	C4
V	Other fund based financial services: Consumer Credit–Credit Cards–Real Estate Financing–Bills Discounting –factoring and Forfeiting–Venture Capital.	9	C5
	<b>Total</b>	<b>45</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	P04, P06
<b>C02</b>	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	P02, P06
<b>C03</b>	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	P02, P04, P06
<b>C04</b>	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	P02, P06
<b>C05</b>	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	P04, P06

### READING LIST

1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011
2.	Pathak Barthi, Indian Financial System, 5 <sup>th</sup> Edition, Pearson Education, 2018
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate

4.	Journal of Corporate Finance, Elsevier
<b>REFERENCES BOOKS</b>	
1.	M.Y.Khan, Financial Services, Tata McGraw-Hill, 12 <sup>th</sup> Edition, 2012.
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 <sup>nd</sup> Edition, 2010.
4.	J.C.Verma,A Manual of Merchant Banking, Bharath Publishing House, NewDelhi.
5.	VarshneyP.N. & MittalD.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6.	Sasidharan, Financial Services and System, Tata Mcgraw Hill, NewDelhi.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2		
<b>CO 2</b>		2				2		
<b>CO 3</b>		2		2		2		
<b>CO 4</b>		2				2		
<b>CO 5</b>				2		2		

**3-Strong    2-Medium    1-Low**





## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit BUSINESS School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEF05	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>	<b>ELECTIVE</b>	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To give clarity on the concept of international finance										
2	To throw light on Foreign Exchange Market										
3	To acquire knowledge on management of foreign exchange exposure and risk involved in it.										
4	To understand cross-border investment decisions										
5	To study about multinational financing institutions and contemporary issues										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	Introduction to international finance: Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates.	6	C1								
II	Foreign exchange market: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.	6	C2								
III	Management of foreign exchange exposure and risk: Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity - International Fisher Effect	6	C3								

IV	Cross-border investment decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC`s.	6	C4
V	Multinational financing institutions and contemporary issues: The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing.	6	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Identify the concept of international finance	PO2	
<b>CO2</b>	Sketch on the functions of Foreign Exchange Market	PO6,PO7	
<b>CO3</b>	Appraise the knowledge on management of foreign exchange exposure and risk involved in it.	PO2,PO7	
<b>CO4</b>	Appraise the cross-border investment decisions	PO2, PO7	
<b>CO5</b>	Generalize on multinational financing institutions and contemporary issues	PO6,PO7	
<b>READING LIST</b>			
1.	Madura, J. (2020). International financial management. Cengage Learning.		
2.	Apte, P. G., & Kapshe, S. (2020). International Financial Management . McGraw-Hill Education.		
3.	Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis.		
<b>REFERENCES BOOKS</b>			
1.	Machi Raju International Financial Management, Third Edition, HPH, 2016.		
2.	V. A Avadhani, International Financial Management, Second Edition, HPH, 2011.		
3.	Eiteman&Stonchill, "Multinational BUSINESS Finance", 12 <sup>th</sup> Edition, Pearson, 2010.		
4.	CheolEul & Bruce Resnick, International Financial Management, 7 <sup>th</sup> Edition, China Machine Press, 2016.		
5.	V.K.Bhalla. "International Financial Management for the Multinational Firm",4 <sup>th</sup> Edition, S Chand,.2014.		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2						
<b>CO 2</b>						2	2	
<b>CO 3</b>		2					2	
<b>CO 4</b>		2					2	
<b>CO 5</b>						2	2	

**3-Strong 2-Medium 1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEO6	BEHAVIORAL FINANCE	ELECTIVE	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To enable the students to understand the basics of Behavioral Finance										
2	To create awareness and understanding on the various theories of Behavioral Finance										
3	To elucidate the students on the various financial decision theory paradoxes										
4	To throw light on the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis										
5	To educate the students on arbitrage, risks in share trade and on contemporary financial issues.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Unit 1: Introduction to Behavioral Finance</b> Definition and scope of behavioral finance. The Efficient Market Hypothesis (EMH) and its limitations. Heuristics and biases: Mental shortcuts and their impact on decision-making. Prospect theory: Loss aversion and framing effects.							6	C1		
II	<b>Unit 2: Individual Investor Biases</b> Overconfidence and self-attribution bias. Anchoring and mental accounting. Availability and representativeness bias. Herding and social influence. Emotional biases: Fear, greed, and regret							6	C2		

III	<b>Unit 3: Market Level Biases</b> Market bubbles and crashes: Behavioral explanations. Momentum and contrarian investing. Investor sentiment and market returns. Herding and informational cascades. Behavioral anomalies in specific asset classes.	6	C3
IV	<b>Unit 4: Applications of Behavioral Finance</b> Behavioral portfolio management: Strategies to overcome biases. Asset allocation decisions and diversification. Behavioral nudges and financial literacy. Corporate finance and behavioral M&A. Ethical Considerations in using behavioral insights.	6	C4
V	<b>Unit 5: Current Developments and Future Trends</b> Latest research in behavioral finance. The role of technology and big data in understanding investor behavior. Potential impact of artificial intelligence on financial markets. The future of behavioral finance and its integration into finance practice.	6	C5
	<b>Total</b>	<b>30</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Explain the basics of Behavioral Finance	P06
<b>C02</b>	Compare and classify the awareness and understanding on the various theories of Behavioral Finance	P06, P07
<b>C03</b>	Categorize the various financial decision theory paradoxes	P02, P06
<b>C04</b>	Assess the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis	P06
<b>C05</b>	Estimate on arbitrage, risks in share trade and on contemporary financial issues.	P06, P07

### READING LIST

1.	Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management.
2.	Forbes, W. (2009). Behavioural finance. John Wiley & Sons.
3.	Kapoor, S., & Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science.
4.	Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London.

<b>REFERENCES BOOKS</b>	
1.	Prasaanna Chandra, Behavioural Finance, 2nd Edition, Paperback – 1, Mcgraw Hill, 2020.
2.	Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017.
3.	Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000.
4.	Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, Advances in Behavioural Finance and Economics, MDPI, 2021.
5.	Singh Ranjit, Behavioural Finance, PHI Learning Pvt. Ltd., 2019
6.	Sujata Kapoor, Jaya Mamta Prosad, Behavioural Finance, Sage Publications India Pvt. Ltd., 2019.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>						2		
<b>CO 2</b>						2	2	
<b>CO 3</b>		2				2		
<b>CO 4</b>						2		
<b>CO 5</b>						2	2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP07	FINANCIAL ENGINEERING AND RISK MANAGEMENT	ELECTIVE	3			-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To provide a comprehensive understanding of financial engineering principles and their applications.										
2	To analyze and manage various financial risks encountered in the corporate environment.										
3	To introduce quantitative tools and techniques for financial modeling and decision-making.										
4	To familiarize students with derivative instruments and their role in risk Management.										
5	To familiarize students with risk hedging strategies										
<b>COURSE CONTENT</b>											
UNIT	Details						No. of Hours	Course Objectives			
I	Unit 1: Introduction to Financial Engineering - Definition and scope of financial engineering - Historical development and evolution - Role in modern financial markets						6	C1			
II	Unit 2: Financial Markets and Instruments - Overview of financial markets - Types of financial instruments (equities, bonds, derivatives) - Market structure and trading mechanisms						8	C2			
III	Unit 3: Quantitative Methods in Finance - Probability and statistics in finance - Time series analysis - Stochastic calculus and its applications						10	C3			

IV	Unit 4: Risk Management - Types of financial risks (market risk, credit risk, operational risk) - Value at Risk (VaR) and Expected Shortfall (ES) - Stress testing and scenario analysis	12	C4
V	Unit 5: Derivative Pricing Models - Options and futures contracts - Black-Scholes-Merton model - Binomial option pricing model - Exotic options and their pricing	14	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course,	<b>Program Outcomes</b>	
<b>C01</b>	Students will demonstrate a solid understanding of the principles and concepts underlying financial engineering	PO4, PO6	
<b>C02</b>	Students will be able to analyze and identify various financial risks such as market risk, credit risk, and operational risk.	PO2, PO6	
<b>C03</b>	Students will acquire proficiency in constructing financial models using spreadsheets and specialized software.	PO2, PO4, PO6	
<b>C04</b>	Students will demonstrate the ability to evaluate portfolio risk and return, calculate risk measures such as beta, and optimize portfolio construction.	PO2, PO6	
<b>C05</b>	Students will gain a comprehensive understanding of derivative instruments, including options and futures.	PO4, PO6	

<b>READING LIST</b>	
1.	Hull, J. C. (2018). Options, Futures, and Other Derivatives. Pearson.
2.	Tavakoli, J. M. (2017). Structured Finance and Collateralized Debt Obligations: New Developments in Cash and Synthetic Securitization. John Wiley & Sons.
<b>REFERENCES BOOKS</b>	
1.	Wilmott, P. (2016). Paul Wilmott Introduces Quantitative Finance. John Wiley & Sons.
2.	Clelow, L., & Strickland, C. (2014). Implementing Derivatives Models. John Wiley & Sons.
3.	Jorion, P. (2007). Value at Risk: The New Benchmark for Managing Financial Risk. McGraw-Hill.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		
<b>CO 2</b>		2				2		
<b>CO 3</b>		2		2		2		
<b>CO 4</b>		2				2		
<b>CO 5</b>				2		2		

**3-Strong    2-Medium    1-Low**





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St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEF08	PROJECT FINANCE	ELECTIVE	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To provide an understanding of the principles and practices of project finance.										
2	To analyze the financial, economic, and legal aspects of project evaluation and financing.										
3	To equip students with skills for structuring and managing project finance deals.										
4	To equip students with the skills to identify and evaluate potential projects, incorporating technical, economic, and financial aspects.										
5	To examine real-world project finance case studies and their implications.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Unit 1: Introduction to Project Finance - Definition and scope of project finance - Key characteristics and differences from traditional financing - Project finance lifecycle and stakeholders							8	C1		
II	Unit 2: Project Identification and Evaluation - Project identification and screening - Feasibility studies: technical, economic, and financial aspects - Risk assessment and mitigation strategies							8	C2		
III	Unit 3: Project Financing Structures - Debt and equity financing in project finance - Special purpose vehicles (SPVs) and legal considerations - Syndication and financing agreements							10	C3		
IV	Unit 4: Financial Modeling for Project Finance - Principles of financial modeling - Cash flow projections and sensitivity analysis - Use of financial modeling in project valuation							8	C4		

V	Unit 5: Case Studies in Project Finance - Analyzing successful and unsuccessful project finance deals - Learning from real-world examples - Evaluating the impact of external factors on project finance	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Students will demonstrate a comprehensive understanding of the principles, concepts, and methodologies underlying project finance, Encompassing its scope, characteristics, and unique features compared to traditional financing methods.	PO4, PO6	
<b>C02</b>	Students will be proficient in identifying and evaluating potential projects.	PO2, PO6	
<b>C03</b>	Students will gain competence in analyzing and structuring project financing deals.	PO2, PO4, PO6	
<b>C04</b>	Students will have advanced financial modeling skills specific to project finance.	PO2, PO6	
<b>C05</b>	Students will develop critical thinking skills through the analysis of real-world project finance case studies.	PO4, PO6	
<b>READING LIST</b>			
1.	Yescombe, E. R. (2014). Principles of Project Finance. Academic Press.		
2.	Finnerty, J. D. (2013). Project Financing: Asset-Based Financial Engineering. John Wiley & Sons.		
<b>REFERENCES BOOKS</b>			
1.	Esty, B. C. (2018). Modern Project Finance: A Casebook. John Wiley & Sons.		
2.	Rao, P., & Sengupta, J. K. (2017). Project Finance: Concepts & Applications. McGraw-Hill Education.		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2		
<b>CO 2</b>		2				2	1	1
<b>CO 3</b>		2		2	2	2		
<b>CO 4</b>		2	3			2		1
<b>CO 5</b>	1			2		2		

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit BUSINESS School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEF09</b>	<b>DERIVATIVES MANAGEMENT</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>		<b>-</b>	<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To familiarize and enable the students to understand the fundamentals of Derivatives and its types										
2	To throw light on forward and futures contract										
3	To educate the students on Options										
4	To elucidate the various Option Pricing models										
5	To educate the students on the indices of various derivative instruments										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Derivatives – Definition –Types – participants and functions- Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives, Risks in Derivatives.							9	C1		
II	Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures -- Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.							9	C2		

III	Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits - American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models –Differences between future and Option contracts.	9	C3
IV	Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.	9	C4
V	Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	List the fundamentals of Derivatives and its types.	PO4, PO6	
<b>C02</b>	Classify the Forward and Future Contracts.	PO6, PO7	
<b>C03</b>	Assess the Options.	PO6, PO7	
<b>C04</b>	Summarize the various Option Pricing models.	PO6, PO7	
<b>C05</b>	Generalize the knowledge on the indices of various Derivative Instruments.	PO6, PO7	
<b>READING LIST</b>			
1.	Aron Gottesman, Derivatives Essentials: An Introduction to Forwards, Futures and Options and Swaps, Wiley, 2016		
3.	International Journal of Financial Markets and Derivatives, Inderscience Publishers		
4.	Journal of Risk and Financial Management, MDPI		

<b>REFERENCES BOOKS</b>	
1.	Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015.
2.	S.L. Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017.
3.	Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018.
4.	Patrick Boyle, Jesse McDougall, Trading and Pricing Financial Derivatives, De Gruyter, A Guide to Future, Options and Swaps, 2nd Edition, Publishers, 2018.
5.	James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		3	2	
<b>CO 2</b>						3	2	
<b>CO 3</b>						3	2	
<b>CO 4</b>						3	2	
<b>CO 5</b>						3	2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit BUSINESS School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP10	FINANCIAL MODELLING & ANALYTICS	ELECTIVE		-	2	-	1	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To equip the students with the knowledge of different aspects of financial modelling and be familiar with using financial functions in a spreadsheet										
2	To gain an understanding of the valuation tools and techniques used in bond and equity valuation										
3	To design and construct useful and robust corporate modelling applications										
4	To learn about the risk and return of a portfolio and how to measure them using different methods										
5	To acquaint the students with the fundamentals of derivative modelling and their application										
<b>COURSE CONTENT</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	<b>Introduction to financial modelling &amp; built-in functions using spread sheets</b> -Introduction to Financial Modelling- Need for Financial Modelling-Steps for effective financial modelling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, countif, etc - Time value of Money Models: EMI with Single & Two Interest rates -Loan amortization modelling-Debt redemption modeling.	6	C1								
II	<b>Bond &amp; Equity Share Valuation Modelling</b> -Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates.	6	C2								
III	<b>Corporate Financial Modelling</b> -Altman z score, bankruptcy modelling - indifference point modelling – financial break-even modelling -corporate valuation	6	C3								

	modelling (two stage growth) - BUSINESS modelling for capital budgeting evaluation: payback period, npv, irr and mirr.		
IV	<b>Portfolio Modelling</b> -Risk beta and annualized return – security market line modelling – portfolio risk calculation (equal proportions) - portfolio risk optimization (varying proportions) - portfolio construction modeling.	6	C4
V	<b>Derivative Modelling</b> - option pay off modelling: long and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling	6	C5
	<b>Total</b>	<b>30</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Identify the relevance of financial models for various corporate finance purposes.	PO1,PO2,PO6,PO7
<b>C02</b>	Estimate the securities by using the modelling techniques	PO1,PO2, PO6
<b>C03</b>	Calculate efficient financial budgeting and appraise the equity value of a company by applying various methods.	PO1,P2,PO6,PO7
<b>C04</b>	Assess the evaluation of securities through the tools and techniques of portfolio models	PO1,PO2
<b>C05</b>	Appraise the aptitude of analyzing the investment decision-based on derivatives.	PO1,PO2

### READING LIST

1.	Kienitz, J., &Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons.
2.	Spronk, J., &Hallerbach, W. (1997). Financial modelling: Where to go? With an illustration for portfolio management. european Journal of operational research.
3.	Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC.
4.	Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied.

<b>REFERENCES BOOKS</b>	
1.	Wayne L Winston, "Microsoft Excel 2016-Data Analysis and BUSINESS Modelling", PHI publications, (Microsoft Press), New Delhi, 2017.
2.	Chandan Sen Gupta, "Financial analysis and Modelling –Using Excel and VBA", Wiley Publishing House, 2014.
3.	Craig W Holden, "Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc, New Jersey, 5 <sup>th</sup> Edition, 2015.
4.	Ruzhbeh J Bodanwala, "Financial management using excel spread sheet", Taxman Allied services Pvt Ltd, New Delhi, 3 <sup>rd</sup> Edition, 2015.
5.	Benninga, Simon. Principles of Finance with Microsoft Excel, 2 <sup>nd</sup> Edition, 2011

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3				2	2	
<b>CO 2</b>	3	3				2		
<b>CO 3</b>	3	3				2	2	
<b>CO 4</b>	3	3						
<b>CO 5</b>	3	3						

**3-Strong 2-Medium 1-Low**





## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

((A Jesuit Business School))

St. Xavier's College (Autonomous),  
Palayamkottai - 627 002

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEM01	CONSUMER BEHAVIOUR	ELECTIVE	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To create an understanding of conceptual concepts of buyer behaviour										
2	To know the internal factors that influence consumers for buying										
3	To know the external factors that influence consumers for buying										
4	To foster knowledge on consumer decision-making process										
5	To know the recent trends in consumer behaviour										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION</b> Concept-Relevance of Consumer Behaviour Study- Development of Consumer Behaviour as a separate field of study-Nature and Importance of Consumer Behaviour- Changing characteristics of Indian Consumers.							7	C1		
II	<b>INTERNAL INFLUENCES</b> Consumer Motivation – Consumer Personality Consumer Perception and Life Style – Consumer Learning Attitude and Behavior.							9	C2		

III	<b>EXTERNAL INFLUENCES</b> Social class- Culture- Subculture-Cross Cultural Marketing Analysis-Reference Group and Family Influences.	8	C3
IV	<b>CONSUMER DECISION MAKING</b> Meaning-Buying Motives-Buying Roles-Types of Decision Making- Households Decision Making-Diffusion of innovations-Opinion leadership.	9	C4
V	<b>RECENT TRENDS IN CONSUMER BEHAVIOUR</b> Green Consumer behaviour-Behaviour in digital market -Health Conscious consumer-Neuro Marketing-Consumerism.	12	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Understand the basic concepts of consumer behaviour	PO4,PO7	
<b>C02</b>	Understand the internal factors that influence consumers for buying	PO4, PO6	
<b>C03</b>	Understand the external factors that influence consumers for buying	PO2,PO6	
<b>C04</b>	Have insights on consumer decision process.	PO2	
<b>C05</b>	Learn the recent trends in consumer behaviour	PO1, PO8	
<b>READING LIST</b>			
1.	S. Nair, Consumer Behaviour,Himalaya Publishing, 2015.		
2.	S. Sumathi, P. Saravanavel,Consumer Behaviour& Marketing Research , S.Chand,2003.		

<b>REFERENCES BOOKS</b>	
1.	Leon Schiffman, and Joseph L. Wisenblit, Consumer Behavior, 11 <sup>th</sup> Edition, Pearson, 2015.
2.	Majumdar, Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.
3.	S. Ramesh Kumar., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2rd Edition, 2021.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2			3	
<b>CO 2</b>				2		3		
<b>CO 3</b>						3	3	
<b>CO 4</b>						2		
<b>CO 5</b>		3				2	2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

*(A Jesuit Business School)*

St. Xavier's College (Autonomous),

Palayamkottai - 627 002

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEM02</b>	<b>PRODUCT &amp; BRAND MANAGEMENT</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	Understand brand equity & assess the equity of a brand by applying brand equity models										
2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model										
3	Ability to develop a comprehensive go to market strategy for a brand										
4	Evaluate various architecture types & examine brand extension strategies for success										
5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Brand - Importance of Brands - Branding Challenges and Opportunities - Brand Equity Concept - Brand Equity Models - Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements - Brand Identity - Image and Personality - Brand DNA, Kernel, Codes and Promises - Point of Distribution and Point of Purchase							9	C1		

II	Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity – Points of Difference – Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.	9	C2
III	Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands	9	C3
IV	Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management	9	C4
V	Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4, PO7	

<b>CO2</b>	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	P01, P02, P06
<b>CO3</b>	Possess the ability to develop a comprehensive go to market strategy for a brand	P04, P06,P07
<b>CO4</b>	Evaluate various architecture types & examine brand extension strategies for success	P01, P04
<b>CO5</b>	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	P05, P06, P07

#### READING LIST

1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2 <sup>nd</sup> Edition, 2013
2.	Brand Management, Palgrave Mcmillan, 2021
3.	Journal of brand management, Palgrave Macmillan
4.	Journal of Product & brand Management ,Emerald Publishing

#### REFERENCES BOOKS

1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.
3.	Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.
4.	Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
5.	Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.
6	Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.

#### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3			3	
<b>CO 2</b>	2	3				3		
<b>CO 3</b>				2		3	3	
<b>CO 4</b>	2			3				
<b>CO 5</b>					3	2	2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous),  
Palayamkottai - 627 002

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEM03</b>	<b>SERVICES MARKETING</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To familiarize the students to the basic concepts of Services marketing and Service Sector										
2	To provide insights on Marketing Mix In Service Marketing										
3	To throw light on Effective Management Of Service Marketing										
4	To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing										
5	To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism, Professional Service, Public Utility Services & Educational Services										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, and Building Service Aspirations.							9	C1		

II	Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.	9	C2
III	Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.	9	C3
IV	Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality	9	C4
V	Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector	PO4,PO7	



<b>C02</b>	Possess knowledge on Marketing Mix in Service Marketing	P06
<b>C03</b>	Have insights on Effective Management of Service Marketing	P06,P07
<b>C04</b>	Learn Quality of Services, GAPS and factors influencing Services Marketing	P06
<b>C05</b>	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism, Professional Service, Public Utility Services & Educational Services	P04, P05, P06, P07

#### READING LIST

1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI, Edition, 2014
2.	Jayantha Chatterjee Christopher Lovelock, Pearson, 2017, Kindle
3.	Journal of services marketing, Emerald Insight
4.	Journal of service management, Emerald Group Publishing Ltd

#### REFERENCES BOOKS

1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4th Edition, Cengage Learning, 2011.
2.	Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rd Edition, Wiley India, 2011.
3.	Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.
4.	Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7th Edition, Pearson, 2019.
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5th Edition, Tata McGraw-Hill, 2017.

#### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2			3	
<b>CO 2</b>						3		
<b>CO 3</b>						3	2	
<b>CO 4</b>						2		
<b>CO 5</b>				3	3	2	2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

*(A Jesuit Business School)*

St. Xavier's College (Autonomous),

Palayamkottai - 627 002

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEM04</b>	<b>RURAL MARKETING</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>45</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing										
2	To differentiate the rural market environment from the urban and semi-urban markets										
3	To understand the factors influencing the rural consumer behavior and their brand loyalty										
4	To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets										
5	To evaluate pricing and distribution strategies for rural consumers										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Rural Marketing- Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non-durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their Influence on family buying. Economic capacity and							9	C1		

	potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its influence on rural marketing.		
II	Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice. Rural Marketing Segmentation – Geographic / Climatic / Water resources based / Nearness to town based / Industrialization based / Access by road or railway based / Demographic based – Population concentration, Socio Economic Classification, Income based.	9	C2
III	Product – Specifically designed to suit rural environment / Products that work without electricity on batteries/Colours to choose rural choice (bright and colourful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt rural sensitivities. Pricing – Pre conceived notions do not help / Pricing related to Crop Harvest Times / Special Occasion Pricing / Pricing relating to rural Festivities and Fairs (Thiruviza), Easy Payment terms.	9	C3
IV	Place of Sale – Lack of outlets, transportation and warehousing, cost / service dilemma / the village shop that sells all from groceries to sanitary, cement, consumer durables and so on. The power of the delivery cum sales van. Other non-conventional delivery mechanisms such as sales through computer based kiosks, self-help groups, retired army personnel. Promotion – Logos, symbols and mnemonics to suit rural understanding. Picture based brands /Packaging	9	C4

	should carry pictures for easy identification (Dettol Sword / Nirma dancing girl) Selecting Proper Media Mix – TV / Radio / Cinema / Outdoor / Audio visual units / Publicity vans or bullock carts / Contacted Audio visual vans / Group demonstrations / Puppet Shows / Harikathas / Music CD's / Word of Mouth Promotions / Interpersonal Rural Specific Media through touch, feel and talk modes of communication.		
V	Rural Sales Force Management – Importance of Hiring Salesmen willing to work in Rural Environment / Possess rural culture and congruence / Attitude suited to Rural Culture / Knowledge of local language, culture and habits / Ability and willingness to several products at a time. Corporate and Government Efforts and Innovations – Mckinsey Study / Hansa Research / National Council of Agricultural and Economic Research / FICCI and Ernst and Young Studies / DCM HariyaliKisan Bazar / ITC ChoupalSagar / Godrej Agrovet (GAVL), HUL's - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum's RasoiGhars or community kitchens to popularize and sell LPG cylinders (cooking gas).	9	C5
	<b>Total</b>	<b>45</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Have an understanding about basic concepts of rural marketing.	P04, P06
<b>C02</b>	Be able to Differentiate the rural market environment from the urban and semi-urban markets.	P06
<b>C03</b>	Have In depth understanding the factors influencing the rural consumer behavior and their brand loyalty.	P04, P06,P07
<b>C04</b>	Be able to apply the marketing concepts suitable to the rural markets.	P04, P06
<b>C05</b>	Be able to understand pricing and distribution strategies for rural consumers.	P02, P04, P06

<b>READING LIST</b>	
1.	Sanal Kumar Velayudhan, Rural Marketing, Kindle
2.	Pradeep Kashyap, Rural Marketing, Kindle
3.	International Journal of Rural Management, Sage
4.	International Journal of Trend in Scientific Research and Development
<b>REFERENCES BOOKS</b>	
1.	Bhatia, T., Advertising and Marketing in Rural India, 2 <sup>nd</sup> Edition, Macmillan Publishers India Ltd., 2007.
2.	Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education, 2007.
3.	Kashyap, P., Rural Marketing, 2 <sup>nd</sup> Edition, Pearson, 2012.
4.	Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson, 2008.
5.	Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2 <sup>nd</sup> Edition, Pearson, 2011.
6.	Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2 <sup>nd</sup> Edition, Response Books, 2007.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		3		
CO 2						3		
CO 3					2	3	3	
CO 4				3		3		
CO 5		2		2		3		

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous),

Palayamkottai - 627 002

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNA	TOTAL
23XBEM05	INTERNATIONAL MARKETING	ELECTIVE	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To increase globalization by integrating the economies of different countries										
2	To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries										
3	To assure sustainable management of resources globally										
4	To propel export and import of goods globally and distribute the profit among all participating countries										
5	To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>International Marketing Environment:</b> Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.							6	C1		
II	<b>Product Policy</b> – International Product Life Cycle – Export Pricing.							6	C2		

	<p><b>International Marketing Decision:</b> Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision.</p> <p>International Marketing Research: Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – Market Oriented Information – International Marketing Intelligence – Competitive Intelligence.</p>		
III	<p><b>International Sales Contract:</b> Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes.</p> <p>International Trade Liberalization: General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA)</p> <p>– Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.</p>	6	C3
IV	<p><b>India's Foreign Trade:</b> Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones</p>	6	C4

	(SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc. Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerization – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.		
V	<b>World Trade and India:</b> - Globalization and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.	6	C5
	<b>Total</b>	<b>30</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Identify and analyse opportunities within international marketing environments	P04, P07	
<b>C02</b>	Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment; Select, research, and enter a new international market;	P04, P07	
<b>C03</b>	Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision making processes;	P02, P04	



<b>C04</b>	Possess understanding and knowledge on Export trade	PO4, PO6, PO7
<b>C05</b>	Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils	PO4, PO6
<b>READING LIST</b>		
1.	R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008	
2.	Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002	
3.	Journal of International Marketing, SAGE Publications	
4.	Journal of International Business Studies, Palgrave MmMillan	
<b>REFERENCES BOOKS</b>		
1.	Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.	
2.	Cateora, P., Graham, J. and Salwan, P., International Marketing, 13 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2008.	
3.	Czinkota, M. and Ronkainen, I., International Marketing, 8 <sup>th</sup> Edition, South-Western, 2007.	
4.	Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3 <sup>rd</sup> Edition, PHI Learning, 2009.	
5.	Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.	
6.	Salvatore, D., International Economics: Trade and Finance, 10 <sup>th</sup> Edition, Wiley, 2012.	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2			2	
<b>CO 2</b>				2			2	
<b>CO 3</b>		3		2				
<b>CO 4</b>				2		3	2	
<b>CO 5</b>				2			2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous),

Palayamkottai - 627 002

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEM06</b>	<b>DIGITAL MARKETING</b>	<b>ELECTIVE</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>30</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	Understand the digital marketing space and acquire knowledge on digital marketing strategy										
2	To learn and comprehend on SEO and SEM										
3	To acquire knowledge on the various channels of SMM										
4	To learn, understand, and evaluate Search analytics and Web analytics										
5	To create awareness and understanding on google analytics										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Digital Marketing Strategy:</b> Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.							6	C1		
II	<b>SEO:</b> Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.							6	C2		
III	<b>Social Media Marketing:</b> Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management -							6	C3		

	Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - Segmentation - Navigation analysis (funnel reports, heat maps, etc.).		
IV	<b>Search and Web Analytics:</b> Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.	6	C4
V	<b>Google Analytics:</b> Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.	6	C5
	<b>Total</b>	<b>30</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.	P01, P03, P07	
<b>C02</b>	To focus on how digital marketing can be utilized by organizations and how its effectiveness can be measured.	P01, P02, P07, P08	
<b>C03</b>	To know the key elements of a digital marketing strategy	P01, P03, P06	
<b>C04</b>	To study how the effectiveness of a digital marketing campaign can be measured	P02, P05, P07	

<b>CO5</b>	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	PO1, PO3, PO8
<b>READING LIST</b>		
1.	M Bala, D Verma, (2018). A Critical Review of Digital Marketing, 2018 - papers.ssrn.com	
2.	Digital marketing: global strategies from the world's leading experts YJ Wind, V Mahajan - 2002 - books.google.com	
3.	Digital marketing: A practical approach A Charlesworth - 2014 - taylorfrancis.com	
4.	Modern trends in the development of digital marketing NI Arkhipova, MT Gurieva - RSUH/RGGU Bulletin. Series, 2018 - ideas.repec.org	
<b>REFERENCES BOOKS</b>		
1.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education.	
2.	Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall. Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.	
3.	Vandana Ahuja, (2015), Digital Marketing, 1st edition, Oxford University Press.	
4.	Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.	
5.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5 <sup>th</sup> edition, Quirk Education.	
6.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5 <sup>th</sup> edition, Quirk Education.	

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3		2				3	
<b>CO 2</b>	3	3					3	3
<b>CO 3</b>	2		3			3		
<b>CO 4</b>		3			2		3	
<b>CO 5</b>	3		3					3

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

*(A Jesuit Business School)*

St. Xavier's College (Autonomous),  
Palayamkottai - 627 002

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNA	TOTAL
23XBEM07	CUSTOMER RELATIONS MANAGEMENT	ELECTIVE	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To familiarize the students to the basics and evolution of CRM										
2	To provide insights on CRM Concepts										
3	To throw light on Planning for CRM and strategy its development in an organization										
4	To elucidate on CRM and Marketing Strategy										
5	To create awareness and importance of CRM Planning and Implementation										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Evolution of Customer Relationship:</b> CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing.							9	C1		
II	<b>CRM Concepts:</b> Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise							9	C2		

	Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.		
III	<b>Planning for CRM:</b> Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.	9	C3
IV	<b>CRM and Marketing Strategy:</b> CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector	9	C4
V	<b>CRM Planning and Implementation:</b> Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.	9	C5
	<b>Total</b>	<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	To familiarize the students to the basic and evolution of CRM	P04,P06,P07	
<b>C02</b>	To provide insights on CRM Concepts	P02,P03	
<b>C03</b>	To throw light on CRM and strategy its development in an organization	P05,P06,P08	
<b>C04</b>	To elucidate on CRM and Marketing Strategy	P01,P05	
<b>C05</b>	To create awareness and importance of CRM Planning and Implementation	P03,P05,P07	

<b>READING LIST</b>	
1.	“How to Win at CRM” Strategy, Implementation, Management,ebook
2.	The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition
3.	Electronic Customer Relationship Management,Kindle Edition
<b>REFERENCES BOOKS</b>	
1.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.
2.	Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.
3.	Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.
4.	Peelen, E., Customer Relationship Management, Pearson, 2008.
5.	Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.
6.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2	3	2		
<b>CO 2</b>		3	2					
<b>CO 3</b>					2	3		3
<b>CO 4</b>	2				3			
<b>CO 5</b>			3			2	2	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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St. Xavier's College (Autonomous),

Palayamkottai - 627 002

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEM08	RETAIL MANAGEMENT	ELECTIVE	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To educate students and enable to understand and analyze current retailing trends and strategies.										
2	To develop the students towards managing the retail stores and organizations.										
3	To identify the nuances of visual merchandising and its elements.										
4	To know the consumer purchase decision process in the context of organized retailing.										
5	To emphasis on global retailing strategies.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.							9	C1		



II	<p>The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security. Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.</p>	9	C2
III	<p>Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture. Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP's / Planogram.</p>	9	C3
IV	<p>Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management. Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and</p>	9	C4

	Tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.		
V	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.	9	C5
	<b>Total</b>	<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Be able to enhance knowledge about current Retailing trends and strategies.	P06,P07	
<b>C02</b>	The students would be able to develop insights towards managing the retail stores and Organizations.	P01,P02, P07	
<b>C03</b>	Know the significance of visual merchandising Strategies.	P04, P06,P07	
<b>C04</b>	Develop knowledge and Understanding on consumer buying behavior	P04, P06	
<b>C05</b>	Be able to understand the importance of global Retailing strategies.	P04,P06	
<b>READING LIST</b>			
1.	The Open University, Retail Marketing, Kindle		
2.	Barry Berman, Retail Management, Kindle Edition		
3.	Journal of retailing ,Elsevier		
4.	International Journal of Sales, Retailing and Marketing,Circle International		

**REFERENCES BOOKS**

1.	Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11 <sup>th</sup> Edition, Pearson, 2011.
2.	Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.
3.	Gilbert, D., Retail Marketing Management, 2 <sup>nd</sup> Edition, Pearson, 2006.
4.	Goldrick, P., Retail Marketing, 2 <sup>nd</sup> Edition, McGraw-Hill Education, 2002.
5.	Miller, D., Retail Marketing, Tilde University Press, 2011.

**CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>						3	3	
<b>CO 2</b>	2	3					3	
<b>CO 3</b>				2		3	3	
<b>CO 4</b>				2		3		
<b>CO 5</b>				2		3		

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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St. Xavier's College (Autonomous),  
Palayamkottai - 627 002

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEM09	ADVANCED SELLING AND NEGOTIATION SKILLS	ELECTIVE	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To familiarize the students to the basic concepts of selling and sales organizations										
2	Understand the theories of personal selling and selling strategies										
3	To learn the negotiation skills										
4	The importance of negotiation intelligence and its usefulness										
5	Understand the development of salesforce organization										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Concepts of Selling and Sales Organization:</b> Sales Management - Evolution of sales function - Objectives of sales management positions - Functions of Sales executives - Relation with other executives. <b>Sales Organization and Relationship:</b> - Purpose of sales organization - Types of sales organization structures - Sales department external relations - Distributive network relations.							9	C1		
II	<b>Theories of personal selling and selling strategies:</b> Theories of personal selling - Types of Sales executives - Qualities of sales executives - Prospecting, pre-approach and post-approach -							9	C2		

	Organizing display, showroom & exhibition -Sales Presentations.		
III	<b>Negotiation strategies and Stages:</b> Negotiation strategies – Distributive Negotiations- Integrative Negotiations - Conflict and Dispute Resolution - Reasons for negotiations breakdowns - Legal aspects in Sales & Negotiation - Negotiation stages - The Preparation Stage - Preparing a range of objectives - Constants and variables - Researching the other party - The Discussion Stage - Rapport building - Opening the negotiation - Questioning techniques - Listening skills - Controlling emotions - Art of persuasion and emotions – ethics in sales.	9	C3
IV	<b>Negotiating Intelligence, Bargaining &amp; Closing:</b> Negotiating Intelligence - Influencing and assertiveness skills - Spotting the signs - non-verbal communication and voice clues - The Proposing Stage - Stating your opening position - Responding to offers – Adjournments - Administering Contracts and Role of Negotiations - The Bargaining and Closing Stage - Making concessions - Closing techniques - Confirming agreement.	9	C4
V	<b>Sales force Administration &amp; Management:</b> Sales Analysis - Sales quotas - sales budget - sales territory allocation - sales audit - Sales Force Management - Recruitment and Selection - Sales Training - Sales Compensation -Contemporary Issues.	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Possess the knowledge on the basic concepts of the sales organization.	P01, P03, P07	
<b>C02</b>	Possess knowledge about theories of selling	P01, P02, P07, P08	
<b>C03</b>	Have insights negotiation strategies	P01, P03, P06	
<b>C04</b>	Have understanding about negotiation skills	P02, P05, P07	
<b>C05</b>	Develop knowledge about salesforce administration and management	P01, P03, P08	

<b>READING LIST</b>	
1.	Selling and Negotiation Skills - A Pragmatic Approach – Prashant Chaudhary – Sage publishing
2.	Advanced negotiation techniques, A McCarthy, S Hay - Springer
3.	Negotiation Skills, AF Galal - books.google.com
4.	Commercial negotiation skills, S Ashcroft - Industrial and Commercial Training, - emerald.com
<b>REFERENCES BOOKS</b>	
1.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education, ISBN-13: 978-0134734842.
2.	Dawn Iacobucci (2014), Marketing Models: Multivariate Statistics and Marketing Analytics, Createspace Independent Publishing Platform, ISBN 13: 9781502901873.
3.	V. Kumar, Robert P. Leone, David A. Aaker, George S. Day and Gopal Das (2018), Marketing Research, 13th Edition, Wiley Publication, ISBN: 9788126577125
4.	Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2014). Multivariate data analysis: Pearson new international edition (7th ed.). Upper Saddle River, N.J.: Pearson Education. ISBN: 9781292021904.
5.	Sarstedt, M.; Mooi, E. (2019), A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics. Third Edition, Berlin: Springer Berlin.
6.	Naresh K. Malhotra. (2019). Marketing Research: An Applied Orientation, 7th Edition Pearson Education, ISBN-13: 978-0134734842.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3		2				3	
<b>CO 2</b>	3	3					3	3
<b>CO 3</b>	2		3					3
<b>CO 4</b>		3			2		3	
<b>CO 5</b>	3		3					3

**3-Strong    2-Medium    1-Low**



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COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST.	MARKS		
									CIA	EXTERN	TOTAL
23XBEM10	MARKETING ANALYTICS	ELECTIVE	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To familiarize the students to the basic concepts of Marketing analytics										
2	To provide insights on Business Strategies										
3	To throw light on Product and Price analytics										
4	To elucidate on distribution analytics										
5	To create awareness and importance of sales analytics										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Marketing Analytics Framework:</b> Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting and positioning - Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques.							6	C1		
II	<b>Business Strategy and Operations:</b> Analytics based strategy selection with strategic models - Strategic Scenarios, Strategic Decision Models, and Strategic Metrics. Business Operations: Forecasting - Predictive Analytics - Data Mining - Balanced Scorecard - Critical Success Factors.							6	C2		

III	<b>Product and Price Analytics:</b> Product analytics: Conjoint Analysis model - Decision Tree Model - Portfolio Resource Allocation - Product/ service Metrics, Attribute Preference testing. Price Analytics: Pricing Techniques - Pricing Assessment - Profitable pricing - Pricing for Business Markets - Price Discrimination.	6	C3
IV	<b>Distribution and Promotions Analytics:</b> Distribution Analytics: Distribution Channel Characteristics - Retail Location selection, Channel Evaluation and Selection - Multi-channel Distribution. Promotion Analytics: Promotion Budget estimation - Promotion Budget Allocation - Ad value equivalence model - Promotion Metrics for traditional Media - Promotion Metrics for social media.	6	C4
V	<b>Sales Analytics:</b> E commerce sales model, sales metrics, profitability metrics and support metrics - Rapid decision models - data driven presentations - contemporary issues and opportunities in application of marketing analytics in different sectors.	6	C5
<b>Total</b>		<b>30</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Understand the basic concepts of Marketing analytics.	P01, P03, P07	
<b>C02</b>	Analyse and Implement Business Strategies.	P01, P02, P07, P08	
<b>C03</b>	Use differential Product and Price analytics.	P01, P03, P06	
<b>C04</b>	Compare and employ on distribution analytics.	P02, P05, P07	
<b>C05</b>	Use appropriate sales analytics.	P01, P03, P08	
<b>READING LIST</b>			
1.	Marketing analytics: Methods, practice, implementation, and links to other fields SL France, S Ghose - Expert Systems with Applications, 2019 - Elsevier		
2.	Marketing analytics for customer engagement: a viewpoint S Nagaraj - International Journal of Information Systems and Social ..., 2020 - igi-global.com		



3.	Journal of Marketing Analytics - Palgrave Macmillan
4.	Applied Marketing Analytics   Henry Stewart Publications
<b>REFERENCES BOOKS</b>	
1.	Stephen Sorger, (2013), <b>MARKETING ANALYTICS</b> , Strategic Models and Metrics, First Edition, Admiral Press.
2.	Gary L. Lilien and ArvindRangaswamy (2014), <b>Marketing Engineering: Computer Assisted Marketing Analysis and Planning</b> , 2 <sup>nd</sup> edition, Trafford Publishing UK.
3.	Wayne L. Winston (2014), <b>Marketing Analytics: Data-Driven Techniques with Microsoft Excel</b> , First Edition, Wiley, Indianapolis.
4.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), <b>Marketing Metrics</b> , 2nd Edition, Pearson USA.
5.	Mike Grigsby (2018), <b>Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques</b> , 2nd Edition, NY: Kogan Page Limited, New York.
6.	RajkumarVenkatesan, Paul W. Farris, Ronald T. Wilcox, <b>Marketing Analytics Essential Tools for Data-Driven Decisions</b> , University of Virginia Press, 1st Edition, 2021.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3		2				3	
<b>CO 2</b>	3	3					3	3
<b>CO 3</b>	2		3					3
<b>CO 4</b>		3			2		3	
<b>CO 5</b>	3		3					3

**3-Strong    2-Medium    1-Low**

# **OPERATIONS SPECIALIZATION**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP01	PROJECT MANAGEMENT	ELECTIVE	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To enable the students to understand and communicate on the basic concepts of project management										
2	To enable the students to determine the scope, time and cost of project management										
3	To learn about the quality, and to classify and analyze the resources, get appraised on the stakeholders and to get appraised on the procurement management										
4	To appraise the students on the importance of risk and communication management										
5	To enable the students to adapt, understand, and devise methods used to manage, measure and evaluate the performance of project										
<b>COURSE CONTENT</b>											
UNIT	Details						No. of Hours	Course Objectives			
I	<b>INTRODUCTION TO PROJECT MANAGEMENT:</b> Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles-Responsibilities and Selection. Definition and examples of projects, Key features of projects, Typical project problems, Human issues in Projects, Project identification and screening: (Brainstorming, Strength, and weaknesses in the system, environmental opportunities and threats, Identification and screening) – Project Appraisal and Selection						9	C1			
II	<b>SCOPE AND TIME MANAGEMENT:</b> Scope Management – Defining the Project – SOW - WBS and PBS – Time Management – Network Diagram – Forward Pass and Backward Pass Critical path – PERT and CPM - AOA and AON methods – tools for Project Network – Estimation Techniques						9	C2			

III	<b>RESOURCE AND COST MANAGEMENT:</b> Scheduling Resources – Resource Allocation methods - Reducing Project duration: Project Crashing – resource-leveling methods - Simulation for resource allocation. Goldratt’s Critical Chain- Cost Management – Earned Value Method.	9	C3
IV	<b>PROJECT ORGANISATION, CONFLICT AND MANAGEMENT:</b> Project Organization Structure, – Formal Organization Structure – Organization Design – Types of project organizations. Culture - Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict. Risk identification: types of risk, risk checklists-Risk prioritization -Risk management tactics, Including risk avoidance, risk transfer, risk reduction, risk mitigation and contingency planning	9	C4
V	<b>PERFORMANCEMANAGEMENT:</b> Project Integration - Progress and Performance measurement and evaluation – Project monitoring information system, developing a status report and other control issues - Project audit and closure – audit process, project closure, team, team member and project manager evaluations - International Projects – environmental factors, cross-cultural considerations, selection and training for international projects - Future likely trends in Project management – certain unresolved issues and project management career issues.	9	C5
	<b>Total</b>	<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Engage with the duties and obligations of a project manager, while discerning, evaluating, and assessing projects.	P04, P06	
<b>C02</b>	Outline the components of a project, devise project blueprints, and gauge project culmination timelines.	P02, P04, P06	
<b>C03</b>	Grasp and utilize methodologies to schedule and distribute resources for projects, along with forecasting completion.	P02, P04, P06, P07	
<b>C04</b>	Comprehend, contrast, and select suitable organizational structures for projects, manage conflicts, and minimize project risks.	P01, P02, P04, P06, P07	
<b>C05</b>	Comprehend project cohesion, evaluate project progress, and assess global projects.	P01, P02, P04, P06, P07	

<b>READING LIST</b>	
1.	Joseph Heagney, Fundamentals of Project Management, 5 <sup>th</sup> Edition, Amacom, 2011
2.	Judy Payne, Steve Simister, Ellen J. Roden, Managing Knowledge in Project Environments, Routledge, 2019
3.	International Journal of Project Management, Elsevier
4.	Project Management Journal, Wiley Online Library
<b>REFERENCES BOOKS</b>	
1.	Narendra Singh (2019), Project management & control, first edition, Himalaya publishers.
2.	Project management – A Managerial Approach (2020) by Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., First edition, Wiley.
3.	James P Lewis, (2012), Fundamentals of Project Management, 4th edition, AMACOM.
4.	Thomas Mochal, Jeff Mochal, (2011), Lessons in Project Management, 2nd edition, Apress.
5.	Project Management Institute, (2013), A Guide to Project Management Body of Knowledge, 5th edition, Project Management Institute, Project Management: A Managerial Approach, 11th Edition.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2		2		3		3		
CO 3		2		2		3	3	
CO 4	2	2		2		3	2	
CO 5	3	3		3		3	3	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP02	MATERIALS MANAGEMENT	ELECTIVE	3	-	-	-	3	3	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To imagine students engaging with fundamental concepts in materials management.										
2	To uncover various inventory management strategies and methodologies.										
3	To acquire knowledge on vendor assessment and procurement coordination.										
4	To understand the significance of materials handling through learning and evaluation.										
5	To examine and incorporate quality management audit findings Comprehensively.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION:</b> Introduction to Materials Management, Operating Environment-Production planning system - manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan - Master scheduling- Developing MPS.							9	C1		
II	<b>MATERIALS PLANNING:</b> Materials requirements planning-bill of materials- planning process-manufacturing resource planning-capacity management-Capacity Requirements Planning (CRP) - scheduling orders- production activity control-Scheduling - Load Leveling- Theory of Constraints- Control.							9	C2		
III	<b>INVENTORY MANAGEMENT:</b> Aggregate Inventory Management - Item inventory Management - Flow of materials- Objectives of Inventory Management - Costs - ABC Analysis -Inventory Policy Decisions-objectives-control -Retail Discounting Model,							9	C3		

	News vendor Model; -Quantity discount models. Probabilistic inventory models.		
IV	<b>PURCHASE MANAGEMENT:</b> Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing	9	C4
V	<b>WAREHOUSE MANAGEMENT:</b> Warehousing functions - types - Stores management-stores systems and procedures- incoming materials control-stores accounting and stock verification- Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management - operational efficiency-productivity-cost effectiveness-performance measurement	9	C5
	<b>Total</b>	<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Imagine grasping the fundamental principles of materials management visually.	PO1, PO2, PO5, PO7, PO8	
<b>C02</b>	Explore the intricacies of inventory management techniques.	PO1, PO3, PO5, PO6	
<b>C03</b>	Gain insights into vendor evaluation and procurement organization.	PO2, PO4, PO6, PO7	
<b>C04</b>	Appraise the significance of materials handling through learning and evaluation.	PO1, PO3, PO6, PO8	
<b>C05</b>	Combine and scrutinize all quality management audits effectively.	PO1, PO2, PO5, PO6	
<b>READING LIST</b>			
1.	International Journal of Purchasing and Materials Management -Science gate		
2.	Introduction to materials management - JRT Arnold, SN Chapman - books.google.com		
3.	International Journal of Purchasing and Materials Management		
4.	Handbook of materials management – By Gopalakrishnan.		
<b>REFERENCES BOOKS</b>			
1.	Saravanel. P and Kavitha G, (2019) Materials Management, 1 <sup>st</sup> edition, Margham Publications.		

2.	Saravanvel P and Sumathi S, (2019), Production and Materials Management, 2nd Edition, Margham Publications.
3.	Materials Management: An Integrated Approach. Gopalakrishanan. Paperback
4.	Fred B. Sollish, John Semanik, (2012), The Procurement and Supply Manager's Desk Reference, 2nd edition, NJ: John Wiley & Sons.
5.	Hiroyuki Hirano, (2009), JIT Implementation Manual (Series), 2nd edition, FL: CRC Press.
6.	Robert Handfield, (2006), Supply Market Intelligence, Auerbach Publications (Taylor and Francis).

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2			3		3	3
CO 2	3		2		3	3		
CO 3		3		2		3	2	
CO 4	2		3			2		3
CO 5	3	2			2	2		

**3-Strong    2-Medium    1-Low**





## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	C	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP03	<b>LOGISTICS &amp; SUPPLY CHAIN MANAGEMENT</b>	<b>ELECTIVE</b>	3	-	-	-	3	3	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To Understand the Fundamentals and Evolution of Logistics and Supply Chain, and its Role in the Global Economy.										
2	To Develop Strategic Sourcing Strategies, including Supplier Selection and Contract Negotiation, to Enhance Supply Base.										
3	To Analyze Supply Chain Networks, Optimize Distribution Strategies, and Address Uncertainty in Network Design.										
4	To Implement Performance Measurement Systems, Assess Total Logistics Costs, and Conduct Logistics Audits.										
5	To Explore Current Trends and Innovations in Supply Chain Management, including IT Integration and Green SCM Initiatives.										
<b>COURSE CONTENT</b>											
UNIT	Details						No. of Hours	Course Objectives			
I	<b>INTRODUCTION:</b> Logistics and Supply Chain – Fundamentals – Evolution- Role in Economy (Globalization) - Importance - Decision Phases – Supply chain visibility and efficiency - Enablers/ Drivers of Supply Chain Performance. Supply chain strategies. Value added logistics services – Role of logistics in Competitive strategy						9	C1			
II	<b>STRATEGIC SOURCING:</b> Outsourcing – Make Vs. buy continuum - Identifying core processes - Market Vs Hierarchy -Sourcing strategy – Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing. Material flow -supplier sequenced – Internal sequenced						9	C2			
III	<b>SUPPLY CHAIN NETWORK:</b> Warehousing – Kinds – Modern Trends - Distribution Network Design – Role- Factors Influencing Options, Value Addition –						9	C3			

	Distribution Strategies - Models for Facility Location and Capacity allocation. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees. Trade Imbalance and impact on international logistics. Bullwhip Effect.		
IV	<b>PLANNING DEMAND, INVENTORY AND SUPPLY:</b> Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain, Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.	9	C4
V	<b>SUPPLY CHAIN INNOVATIONS:</b> Supply Chain Integration, SC process restructuring, Agile Supply Chains, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.	9	C5
	<b>Total</b>	<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Mastery of foundational concepts in supply chain, examining and evaluating from a strategic viewpoint to gauge effectiveness.	PO1	
<b>C02</b>	Grasping the complexities of procurement decisions, dissecting and choosing suppliers with precision.	PO4, PO5	
<b>C03</b>	Delving into material flow intricacies, crafting supply chain frameworks to optimize operational efficiency.	PO5, PO6	
<b>C04</b>	Comprehending the dynamics of demand and supply, crafting inventory strategies for seamless management.	PO1, PO2	
<b>C05</b>	Exploring advancements in supply chain practices, scrutinizing and crafting eco-friendly supply chain models.	PO7, PO8	
<b>READING LIST</b>			
1.	Supply chain management and advanced planning, Springer.		
2.	Supply chain management: An international journal, Emerald.		
3.	Janat Shah .2009. Supply Chain Management – Text and Cases. Pearson Education.		
4.	V.V. Sople.( 2017).Logistics Management.3 rd ed. Pearson Education		

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

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		1	2	3		
<b>CO 2</b>		3	2	1	1	3	3	2
<b>CO 3</b>	3	3	2	1	1	3		
<b>CO 4</b>	3	3		1	1	3		2
<b>CO 5</b>	2	3	2	1	1	3	2	2

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP04	DISTRIBUTION MANAGEMENT	ELECTIVE	3	-	-	-	3	3	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To understand packaging's historical evolution and cost principles relative to products.										
2	To analyze barcodes, machine vision, RFID, value analysis, and engineering.										
3	To explore Indian transport modes, security trends, and legal regulations.										
4	To evaluate order processing, considering acquisition, reporting, and customer service.										
5	To master distribution control, logistics functions, and packaging laws for exports.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION TO PACKAGING:</b> History and development of packaging - Packaging Principles- Packaging Cost Vs. Product cost. Barcodes, machine vision and RFID. Value Analysis - Packing and Value Engineering, Scientific Packaging, Expendable vs Returnable packaging. Own vs Rented packaging Standardization & Automation in Packaging, Quality assurance.							9	C1		
II	<b>INTRODUCTION TO DISTRIBUTION:</b> Distribution – Definition – Need for physical distribution –functions of distribution. The distribution concept – system perspective. Physical distribution trends in India and in the world.							9	C2		
III	<b>TRANSPORTATION MANAGEMENT:</b> Transport Industry in India. Legal types - Modes of transportation – Railways, Road, Sea, Air. Transport Security - Trends in Modern Transport. Transport mode selection methods – costs Vs speed–rate							9	C3		

	profiles. Transport regulations – national and international.		
IV	<b>ORDER PROCESSING:</b> Defining Order Processing – order acquisition – order entry – document processing – status reporting – factors affecting processing time – Customer service.	9	C4
V	<b>DISTRIBUTION CONTROL &amp; EVALUATION:</b> Transport & Logistics organizations - Functions – structure – hierarchy. Distribution control – stages of control process – standards & goals – performance report - measurement – monitoring – corrective action. Packaging Laws - Marking and Labelling, Eco-friendly Packaging for Exports	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOME</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Understand the historical evolution of packaging, grasp its fundamental principles, and analyze the relationship between packaging costs and product costs.	P04, P06, P07	
<b>C02</b>	Apply advanced techniques such as barcodes, machine vision, and RFID in packaging, while implementing value analysis and engineering concepts to optimize packaging solutions.	P01, P02, P05, P06	
<b>C03</b>	Evaluate the advantages and disadvantages of expendable versus returnable packaging, and demonstrate proficiency in standardization and automation within packaging processes.	P05, P06	
<b>C04</b>	Demonstrate a comprehensive understanding of distribution functions, including order processing, transportation management, and the significance of transport security in modern logistics.	P04, P05, P06, P07	
<b>C05</b>	Analyze and implement effective distribution control mechanisms, including performance measurement, monitoring, and corrective action, while adhering to packaging laws and eco-friendly packaging practices for exports.	P01, P02, P06, P07	
<b>READING LIST</b>			
1.	The Packaging Designer's Book of Patterns by László Roth		
2.	Packaging Sustainability: Tools, Systems, and Strategies for Innovative Package Design" by Wendy Jedlicka		
3.	Barcodes and RFID: Implementation Guide by Sandeep Kumar		
4.	Value Engineering: A Practical Approach for Owners, Designers, Contractors, and Managers" by Alphonse J. Dell'Isola		

<b>REFERENCES BOOKS</b>	
1.	D K Agrawal,(2015) Distribution and Logistics Management: A Strategic Marketing Approach, Macmillan publishers India.
2.	Kapoor Satish K., and KansalPurva, Basics of Distribution Management: A Logistical Approach, Prentice HALL of India.
3.	Alan Ruston, Phil Crouches, Peter Baker, The Handbook of Logistics and Distribution Management. Kogan Page India New Delhi.
4.	Richard R. Still (Author), Edward W. Cundiff (Author), Norman A. P. Govoni, Sales and Distribution Management, Sixth Edition, Pearson.
5.	Bert Rosenbloom, Distribution Management, Cengage Learning Asia Pte Limited, 2016.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	2		2				2	
<b>CO 2</b>			2				2	
<b>CO 3</b>	2	2			2			2
<b>CO 4</b>	2		2			2		
<b>CO 5</b>			3	3			3	

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP05	SIX SIGMA FOR OPERATIONS	ELECTIVE	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To acquaint the students with the fundamentals of Six Sigma philosophies, techniques and apply the DMAIC approach to improving business processes										
2	To gain insights and practice process mapping and measurement practices										
3	To connect data analysis and statistics to identify root cause of problems along with ways to brainstorm improvement ideas and prioritize them										
4	To appraise on the scientific tools for quality improvement and demonstrate off-line quality control for quality improvement										
5	To develop knowledge of control charts for attributes and process capability analysis										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>OVERVIEW OF SIX SIGMA:</b> Underlying concept of variation, the relationships to related Quality Management approaches, basic Six Sigma tools, international ISO standards for Six Sigma, and the nature of Six Sigma improvement projects, DMAIC Methodology Overview, Financial Benefits of Six Sigma, The Impact of Six Sigma to The Organization. Project Definition: Project Charter, developing a Business Case, chartering a Team, Defining Roles and Responsibilities, Gathering Voice of the Customer, Support for Project, Translating Customer Needs into Specific Requirements (CTQs), SIPOC Diagram.							6	C1		
II	<b>MEASURE:</b> Process Mapping (As-Is Process), Data Attributes (Continuous Versus Discrete), Measurement							6	C2		

	System Analysis, Data Collection Techniques, Data Collection Plan, Understanding Variation, Measuring Process Capability, Calculating Process Sigma Level, Visually Displaying Baseline Performance. Statistics, Probability and Probability Distribution, Measurement System Analysis, Process Performance Analysis.		
III	<b>ANALYZE:</b> Visually Displaying Data (Histogram, Run Chart, Pareto Chart, and Scatter Diagram), Detailed (Lower Level) Process Mapping of Critical Areas, Value-Added Analysis, Cause and Effect Analysis (a.k.a. Fishbone, Ishikawa), Affinity Diagram, Data Segmentation and Stratification, Verification of Root Causes, Determining Opportunity (Defects and Financial) for Improvement. Data Analysis, Test of Hypothesis, Design of Experiment, FMEA and QFD.	6	C3
IV	<b>IMPROVE:</b> Design of Experiment, FEMA and QFD, Brainstorming, Multi-Voting, Quality Function Deployment (House of Quality), Selecting a Solution, Failure Modes and Effects Analysis (FMEA), Poka Yoke (Mistake Proofing Your New Process), Piloting Your Solution, Implementation Planning. Control: Assessing the Results of Process Improvement, Statistical Process Control (SPC) Overview, developing a Process Control Plan, Documenting the Process.	6	C4
V	<b>CONTROL:</b> Statistical Process Control, Operating Characteristic (OC) Curve for Variable Control, charts Attribute Control charts, Minitab Application, Acceptance Sampling, Design for Six Sigma (DFSS), DMADV, DMADOV and DFX	6	C5
	<b>Total</b>	<b>30</b>	

### COURSE OUTCOMES

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>C01</b>	Get themselves acquaint with the fundamentals of Six Sigma philosophies, techniques and apply the DMAIC approach to improving business processes	PO1, PO2, PO5
<b>C02</b>	Gain insights and practice process mapping and measurement practices.	PO2, PO6
<b>C03</b>	Be able to connect data analysis and statistics to identify root cause of problems along with ways to brainstorm improvement ideas and prioritize them	PO2, PO5, PO6
<b>C04</b>	Be able to appraise on the scientific tools for quality improvement and demonstrate off-line quality control for quality improvement.	PO5, PO6
<b>C05</b>	Develop knowledge of control charts for attributes and process capability analysis.	PO2, PO6, PO8



<b>READING LIST</b>	
1.	<a href="https://www.mtcbh.net/mt-content/uploads/2017/01/6-sigma-handnbook.pdf">https://www.mtcbh.net/mt-content/uploads/2017/01/6-sigma-handnbook.pdf</a>
2.	<a href="https://www.apo-tokyo.org/00e-books/IS-09_SixSigma/IS-09_SixSigma.pdf">https://www.apo-tokyo.org/00e-books/IS-09_SixSigma/IS-09_SixSigma.pdf</a>
3.	M.K. Tiwari, Effective Decision Support for Lean and Six Sigma Methodologies, International Journal of Production Research, 2008
4.	Arnheiter, E.D. and Maleyeff, J., 2005. The integration of lean management and Six Sigma. The TQM Magazine, [e-journal] 17.
<b>REFERENCES BOOKS</b>	
1.	Mitra, Amitava. Fundamentals of Quality Control and Improvement, Wiley India Pvt Ltd, third Edition, 2013.
2.	Montgomery, D C. Design and Analysis of Experiments, Wiley, 10 <sup>th</sup> Edition, 2019.
3.	T. M. Kubiak and Donald W. Benbow, The Certified Six Sigma Black Belt Handbook, Pearson Publication, 3 <sup>rd</sup> Edition, 2018.
4.	Montgomery, D C. Statistical Quality Control: A modern introduction, Wiley, 7 <sup>th</sup> Edition, 2013.
5.	Pyzdok, Thomas (2003) "The Six-Sigma Guide for GB, BB and Managers at all levels", McGraw Hill, New York.
6.	Howard S. Gitlow and David M. Levine, Six Sigma for Green Belts and Champions, Pearson Education, Inc. First Edition, July 2004.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	2			3			
<b>CO 2</b>		3				2		
<b>CO 3</b>		2			3	3		
<b>CO 4</b>					3	2		
<b>CO 5</b>		2				3		2

**3-Strong    2-Medium    1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP06	OPERATIONS STRATEGY	ELECTIVE	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To introduce students to the basics of business strategies, involving product and process.										
2	To offer insights into crafting operations strategy, engaging product and process.										
3	To guide students on considering technology's role in shaping strategy, both in product and process.										
4	To facilitate students in comprehending strategy execution, encompassing product and process.										
5	To familiarize students with financial aspects within operations strategy, considering both product and process.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION:</b> Role and Objectives of Operations Strategy; Operations Strategy Framework: Incorporating Operations Strategy in the Corporate Strategy; Operations performance essentials; Competition, Competencies & Operations; Defining Operations Strategy in Overall Environment; Process of Operations Strategy Formulation							6	C1		
II	<b>PRINCIPLES OF OPERATIONS STRATEGY:</b> Principles and Concepts of Developing Operations Strategy; Methodology of Developing Operations Strategy; Capacity Strategy: Capacity Types, Flexibility & Consolidation, Capacity Timing & Expansion, Capacity Sizing & Investment; Facility Strategy & Globalization: Infrastructure Development; Supply Network Strategy: Capacity Location, Global Network & Off-shoring, Strategic Sourcing, Coordinating the Supply Chain.							9	C2		

III	<b>PROCESS TECHNOLOGY STRATEGY:</b> Effect of Technology Advancement and Technology Management, Integration of Operations Strategy Planning and Technology Planning, Production Implications of Corporate Marketing Decisions; Strategy Development and Practices; Improvement & Innovation; New Product & New Service Development; Product Variety Impact in Operations Strategy; Operations Strategy Process – Sustainable Alignment.	6	C3
IV	<b>IMPLEMENTATION:</b> Implementation of Operations Strategy; Business Implication of Process Choice: Dynamics of process-product life cycles, Product Profiling, Improving Operations Process by Process Positioning; Cross-Cutting Capability; Operations Strategy Process – Implementation; Pre-requisites of Organized and Focused Operations Strategy & Unit; Principles and Concepts of Factory-within Factory; Involvement of Human Aspects	6	C4
V	<b>OPERATIONS RESTRUCTURING:</b> Demand and Revenue Management; Operations Strategy Process – Substitutes: BPR, TQM, Lean, Six Sigma: Business Process Focused Strategies & Organization Development: Quality Planning and Controlling System, Improving Response Time with IT, Operations Audit Approach; Risk Management & Hedging: Accounting & Financial Perspectives and Operations System, Business Continuity Planning, Disaster Recovery strategy.	6	C5
<b>Total</b>		<b>30</b>	
<b>COURSE OUTCOME</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Become familiarized and have good understanding on the fundamentals of business strategies.	P04, P06, P07	
<b>C02</b>	Have valuable inputs and understanding on developing operations strategy.	P01, P02, P05, P06	
<b>C03</b>	Have an orientation on the impact of technology in strategy formulation.	P05, P06	
<b>C04</b>	Have a better understanding on strategy implementation.	P04, P05, P06, P07	
<b>C05</b>	Be acquainted with financial perspectives in operations strategy.	P01, P02, P06, P07	

<b>READING LIST</b>	
1.	Nigel Slack, Michael Lewis, Mohita Gangwar Sharma, Operations Strategy, Pearson Education, 2018
2.	Robert H. Hayes, Gary P. Pisano, Strategic Operations: Competing Through Capabilities, Free Press, 1996
3.	Journal of Operations and Strategic Planning, Sage Publications
4.	Journal of Operations Management, ScienceDirect
<b>REFERENCES BOOKS</b>	
1.	Beckman / Barry. Operations Strategy: competing in the 21st Century, McGraw-Hill Higher Ed 2007
2.	Brown / Lamming / Bessant / Jones. Strategic Operations Management, Elsevier-India (Butterworth-Heinemann 2004
3.	Hayes / Pisano / Upton / Wheelwright. Operations, Strategy, and Technology: Pursuing the Competitive Edge, Wiley 2011
4.	Lowson. Strategic Operations Management, Routledge, Taylor & Francis, 2015
5.	Jay Heizer, Barry Render, et al. Operations Management Twelfth Edition   By Pearson, 2017

### CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3		3	3	
<b>CO 2</b>	3	3			3	3		
<b>CO 3</b>					3	3		
<b>CO 4</b>				2	3	3	3	
<b>CO 5</b>	2	2				3	3	

**3-Strong      2-Medium      1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP07	SERVICE OPERATIONS MANAGEMENT	ELECTIVE	3	-	-	-	3	3	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To become acquainted with service operations and strategy recognition.										
2	To establish a solid service design through determination and analysis.										
3	To efficiently manage waiting times by calculation and organization.										
4	To evaluate service quality, improve service processes with Six Sigma, and manage yields.										
5	To gather information on queuing models and plan capacities effectively.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION TO SERVICES:</b> Services – Importance, role in economy, service sector – nature, growth. Nature of services distinctive characteristics, Service Package, Service classification, service-dominant logic, open-systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.							9	C1		
II	<b>SERVICE DESIGN:</b> New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – self- service, automation, e-commerce, e-business, technology innovations.							9	C2		

III	<b>SERVICE QUALITY:</b> Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees -quality tools- benchmarking - Quality improvement programs. Process Improvement – productivity improvement – DEA	9	C3
IV	<b>SERVICE FACILITY:</b> Supporting facility -Service scapes, Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.	9	C4
V	<b>MANAGING CAPACITY AND DEMAND:</b> Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.	9	C5
<b>Total</b>		<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>C01</b>	Comprehend the essence of service operations, discern goods from services, and evaluate service classification systems to craft strategies.	PO1, PO2, PO5, PO6, PO7	
<b>C02</b>	Grasp the new service development process, employ service blueprinting and decoupling to enhance services.	PO1, PO2, PO5, PO6, PO7	
<b>C03</b>	Gain insight into, implement, and evaluate quality in service design and delivery.	PO5, PO6	
<b>C04</b>	Acquire knowledge of models for designing service facilities, selecting locations and layouts, and managing vehicle routes and schedules.	PO2, PO6	
<b>C05</b>	Master demand and capacity management, implement yield management, oversee inventory and queues, and nurture service business growth.	PO6, PO7	

<b>READING LIST</b>	
1.	Stephen Mclaughlin, Service Operations Management, Research gate
2.	Johnston Robert, Clark Graham, Shulver Michael, Service Operations Management: Improving Service Delivery, Pearson Education, 2017
3.	Journal of Service Management, Emerald Insight
4.	Journal of Operations Management, Wiley Publications.
<b>REFERENCES BOOKS</b>	
1.	Collier, Evans, Ganguly, (2016), Operations management- A South Indian Perspective, 3rd edition, Cengage Learning.
2.	Johnston (2017), Service Operations Management Improving Service Delivery, 4Th Edition, Pearson India.
3.	Richard D Metters, (2012), Successful Service Operations Management, 2nd edition, Cengage Learning.
4.	James A. Fitzsimmons, Mona J. Fitzsimmons, (2014), Service Management: Operations, Strategy, Information Technology, 8th edition, McGraw Hill.
5.	Haksever C, Render B, Russell S. R, Murdick R. G, ( 2007), Service Management and Operations, 2nd edition, Prentice Hall.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	2	2			3	3	3	
<b>CO 2</b>	2	2			3	3	3	
<b>CO 3</b>					3	2		
<b>CO 4</b>		2				3		
<b>CO 5</b>						3	3	

**3-Strong      2-Medium      1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
<b>23XBEP08</b>	<b>PRODUCT AND PROCESS MANAGEMENT</b>	<b>ELECTIVE</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>COURSE OBJECTIVES</b>											
1	To acquaint students with product and process management fundamentals is essential.										
2	To incorporate insights into product design, development, and process variability is crucial.										
3	To delve into process modeling and simulation, enhancing understanding.										
4	To encapsulate groundbreaking manufacturing concepts, fostering creativity and knowledge.										
5	To construct process dashboards, metrics, and employ data analytics for optimization.										
<b>COURSE CONTENT</b>											
UNIT	Details						No. of Hours	Course Objectives			
I	<b>INTRODUCTION: Product</b> design & development - characteristics, challenges; Development Process - Generic Process, Concept development, Product Planning- Process, Understanding customer need, Product Specification; The Process View of Organizations - Service and manufacturing processes - Nature of Service Processes, process structure in services, Process structure in Manufacturing, Value Chain, Managing Processes – process strategy –organization perspective, major process decisions; Process Competencies, Process Design – major factors, technology choice						9	C1			
II	<b>PRODUCT CONCEPT AND PROCESS FLOW:</b> Concept Selection – Importance, Methodology, concept Screening, Concept Scoring, Concept Testing; Product Architecture - Definition,						9	C2			



	Modularity, implication, Establishment, Delayed Differentiation. Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process- Mapping, Process Flow Chart, Flow Time Measurement, Work flow design principles and flows		
III	<b>PRODUCT DATA MANAGEMENT:</b> PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM data, Architecture of PDM systems, Product data interchange, Portal integration, PDM acquisition and implementation; Product Life Cycle management - strategy, Change management for PLM.	9	C3
IV	<b>DESIGN TOOLS:</b> Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product development-Prototyping, failure rate curve, product use testing-Product development economics, scoring model, and financial analysis.	9	C4
V	<b>PROCESS OPTIMIZATION:</b> Optimizing business process performance, Process Metrics, Business Intelligence, Process Dashboards – creating flexible organizations – optimization process– early management –capability development, sustainability; process benchmarking with data envelopment analysis	9	C5
	<b>Total</b>	<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Grasp the essence, craft, and innovate fresh offerings for the market.	PO4, PO6, PO7	
<b>C02</b>	Comprehend, implement, and modify product ideas for building diverse products.	PO2, PO6, PO7	
<b>C03</b>	Specify, recognize, and evaluate product data while overseeing its lifecycle management.	PO1, PO2, PO5, PO6	
<b>C04</b>	Comprehend design methodologies, employ tools, and gauge product efficacy.	PO2, PO6, PO7	
<b>C05</b>	Familiarize with intellectual property principles, scrutinize, and formulate designs for products.	PO6, PO7	

<b>READING LIST</b>	
1.	Fundamentals of Business Process Management, Springer, 2011
2.	Business Process Management, Routledge, 2013
3.	Business Process Management Journal, Emerald Publishing
4.	International Journal of Business Process Integration and Management, Inderscience Publishers.
<b>REFERENCES BOOKS</b>	
1.	Burlton, Roger. Business Process Management: Profiting from Process. Indianapolis, IN: Sams Publishing, May 2001.
2.	Hammer, Michael, and James Champy. Reengineering the Corporation: A Manifesto for Business Revolution. New York, NY: HarperCollins Publishers, 1993
3.	Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, McGraw Hill Education, 4 <sup>th</sup> Edition, 2009.
4.	Kenneth B.Kahn, New Product Planning, Sage, 2010
5.	Out of the Crisis. Cambridge, MA: MIT Center for Advanced Engineering Study, 1986.
6.	Crosby, Philip. Quality without Tears. New York: McGraw-Hill, 1984.

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3	3	
<b>CO 2</b>		3				3	3	
<b>CO 3</b>	3	3			3	2		
<b>CO 4</b>		3				3	3	
<b>CO 5</b>						3	2	

**3-Strong      2-Medium      1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	TOTAL
23XBEP09	DIGITAL SUPPLY CHAIN AND TECHNOLOGICAL INTEGRATION	ELECTIVE	3	-	-	-	3	45	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To understand the evolution of digital supply chain and its impact on industry practices.										
2	To analyze the potential of emerging technologies like IoT, Blockchain, AI, and Cloud Computing in various supply chain functions.										
3	To evaluate the benefits and challenges of digitalizing inventory management, logistics, and procurement processes										
4	To develop a strategic roadmap for implementing digital solutions within your supply chain.										
5	To critically assess ethical considerations and data governance strategies in the digital supply chain landscape.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Digital Supply Chain</b> Overview of traditional supply chain management practices and challenges–Digital Supply Chain; definitions and its evolution, the impact of digital technologies on supply chain operations–Benefits and challenges of digitalization in the supply chain. Real-world case studies of digital supply chain successes and failures							9	C1		
II	<b>Industry 4.0 and Smart Manufacturing</b> Internet of Things (IoT): Sensor-based data collection and its applications in supply chain monitoring, predictive maintenance, and automation – Block chain: Exploring its potential for secure and transparent supply chain management,							9	C2		

	traceability, and trust building – Artificial Intelligence (AI) and Machine Learning (ML): Applications in demand forecasting, logistics optimization, fraud detection, and decision-making – Cloud Computing: Advantages of cloud-based solutions for data storage, analytics, and collaboration in the supply chain.		
III	<b>Digitalization of Supply Chain Processes</b> Inventory: Raw material inventory, packaging material inventory, MRO / spares inventory, inventory control techniques, inventory management techniques and inventory management software.; Logistics Management: Intelligent routing, automated warehouses, trends in logistics technology and logistics planning software; Procurement: Purchasing process, digital platforms, e-sourcing, and supplier performance measurement, worldwide sourcing, future trends in global sourcing	9	C3
IV	<b>Implementation and Strategy</b> Need For Digital Supply Chain Strategy, Building a digitalization roadmap for your supply chain: Sensors, IoT, Robotics, Drones, 3D Printing – Formulate Supply chain strategy–Digital Supply Chain Metrics –Change management and Data governance in digital supply chain.	9	C4
V	<b>Future Trends and Ethical Considerations</b> Emerging technologies like digital twins, Sustainable supply chains and the role of digitalization, Ethical considerations of data privacy, job displacement, and responsible AI implementation.	9	C5
	<b>Total</b>	<b>45</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Confidently identify and explain digital technologies for specific supply chain applications.	PO4, PO6, PO7	
<b>C02</b>	Design and evaluate strategic digitalization plans considering business goals and industry trends.	PO2, PO6, PO7	
<b>C03</b>	Apply digital tools and techniques to optimize inventory, logistics, and procurement processes.	PO1, PO2, PO5	

<b>CO4</b>	Articulate the ethical implications of data privacy, job displacement, and responsible AI implementation.	PO2, PO6, PO7
<b>CO5</b>	Collaborate effectively in developing and implementing digital supply chain initiatives.	PO6, PO7
<b>REFERENCES BOOKS</b>		
1.	"Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl	
2.	"Digital Supply Chain Management: Transformational Technologies and Next-Generation Supply Chain" by Bill Hardgrave and Jennifer Severns	
3.	"Industry 4.0: The Industrial Revolution of Things" by Hermann, Pentek, and Schmidt	
4.	"Artificial Intelligence for Business" by Thomas H. Davenport	
5.	"Sustainability in Supply Chain Management: Case Studies in Corporate Social Responsibility" by Andrzej K. Białas	
6.	"Logistics Management and Strategy" by Alan Murphy, Ravi Anbughthan, and John Rungtusanatham	

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3	3	
<b>CO 2</b>		3				3	3	
<b>CO 3</b>	3	3			3	2		
<b>CO 4</b>		3				3	3	
<b>CO 5</b>						3	2	

**3-Strong      2-Medium      1-Low**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

(A Jesuit Business School)

St. Xavier's College (Autonomous), Palayamkottai

COURSE CODE	COURSE NAME	CATEGORY	L	T	P	O	CREDITS	INST. HOURS	MARKS		
									CIA	EXTERNAL	Total
23XBEP10	SUPPLY CHAIN ANALYTICS	ELECTIVE	2	-	-	-	2	30	50	50	100
<b>COURSE OBJECTIVES</b>											
1	To grasp the significance of Supply Chain Analytics and Optimization fundamentals.										
2	To implement Mathematical Programming Models for warehousing.										
3	To examine inventory tools and strategies for analytics based on supply chain drivers.										
4	To introduce Transportation Network Models and their practical applications.										
5	To evaluate the various techniques for analytics based on the multi criteria decision-making model.										
<b>COURSE CONTENT</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION:</b> Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.							6	C1		
II	<b>WAREHOUSING DECISIONS:</b> Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods							6	C2		
III	<b>INVENTORY MANAGEMENT:</b> Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.							6	C3		

IV	<b>TRANSPORTATION NETWORK MODELS:</b> Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms	6	C4
V	<b>MCDM MODELS:</b> Analytic Hierarchy Process (AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM.	6	C5
<b>Total</b>		<b>30</b>	
<b>COURSE OUTCOMES</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>C01</b>	Understand the importance of the basics of Supply Chain Analytics and Optimization	PO2, PO7	
<b>C02</b>	Apply the warehousing using Mathematical Programming Models	PO1, PO2	
<b>C03</b>	Analyze the various inventory tools and strategies for analytics deployment depending on supply chain drivers.	PO5, PO6, PO7	
<b>C04</b>	Get educated on the concept of Transportation Network Models and their applications.	PO4, PO7	
<b>C05</b>	Evaluate the various techniques for analytics based on the multi criteria decision-making model.	PO1, PO6	
<b>READING LIST</b>			
1.	<a href="https://scg-lm.s3.amazonaws.com/pdfs/opentext-wp-dummies-guide-to-sca-100318.pdf">https://scg-lm.s3.amazonaws.com/pdfs/opentext-wp-dummies-guide-to-sca-100318.pdf</a>		
2.	<a href="https://library.oopen.org/bitstream/id/4398d7e1-4779-44bb-ab90-d9e7e54f829c/2021_Book_NextGenerationSupplyChains.pdf">https://library.oopen.org/bitstream/id/4398d7e1-4779-44bb-ab90-d9e7e54f829c/2021_Book_NextGenerationSupplyChains.pdf</a>		
3.	Wendy Tate, Journal of Supply Chain Management,2022		
4.	Yuan Li, Journal of Management Analytics,2021		
<b>REFERENCES BOOKS</b>			
1.	Chopra S, Meindl P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education, USA, 6th Edition, 2016.		
2.	Muthu Mathirajan, Chandrasekharan Rajendran, Sowmyanarayanan Sadagopan, Arunachalam Ravindran, Parasuraman Balasubramanian, Analytics in Operations/Supply Chain Management, I.K. International Publishing House Pvt. Ltd., 1st Edition, 2016.		

3.	Feigin G, Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA, 1st Edition, 2011.
4.	Tayur S, Ganeshan R, Michael, M. Quantitative Models for Supply Chain Management. Kluwer Academic Publishers. 1st Edition, 1999.
5.	Joel D Wisner, G. Keong Leong, Keah-Choon Tan, (2012), Supply Chain Management – A Balanced Approach, 3rd edition Cengage Learning, 3rd Edition, 2012.
6.	Handfield R, Supply Market Intelligence: A managerial handbook for building sourcing strategies, Taylor and Francis Group, Auerbach Publications, New York, USA, 1st Edition, 2006.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		3					2	
CO 2	2	3						
CO 3					3	2	3	
CO 4				2			3	
CO 5	3					2		

**3-Strong      2-Medium      1-Low**



# **EXTRA CREDIT COURSES (ECC)**



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

*(A Jesuit Business School)*

**St. Xavier's College (Autonomous), Palayamkottai**

COURSE	COURSE CODE	NAME OF THE COURSE	NO OF HOURS	CREDIT
ECC	23XBEC001	HEALTH & WELLNESS MANAGEMENT	30	1

### I. COURSE DESCRIPTION:

Food choices and physical activity have a great impact on an individual's overall health and wellness. The Certificate course in "Health & Wellness Management" will cover nutrition and physical fitness, which are the cornerstones of any wellness program. The introductory section will provide you basic concepts of health and wellness. The course is designed to offer the learners a management-oriented perspective and introduces them to the latest concepts and practices related to functions of hospital administration.

### II. COURSE OUTCOME & ASSURANCE OF LEARNING

By the end of the Course, the student will be able to

- Demonstrate advanced knowledge of organizations, their management and the changing external context in which they operate.
- Apply a variety of leadership and management theories and philosophies to complex situations in healthcare settings.
- Demonstrate the application of personal and theoretical strategies to bring about change in complex situations and organizations.
- Understand the clinical and non-clinical needs of patient care
- Understand the administrative and technical requirements of physicians and paramedical personnel.
- Develop an interdisciplinary orientation towards the management of healthcare
- Acquire customized management education

### III. COURSE MODULE

<b>MODULE</b>	<b>CONTENTS</b>	<b>HOURS</b>
1	<b>INTRODUCTION TO HEALTH CARE</b> Mental, physical and social health- issues impacting health - diseases and disorders-guidelines for physical activity and nutrition.	<b>3</b>
2	<b>HEALTH CARE ADMINISTRATION IN HOSPITAL</b> Fundamental of Healthcare Administration. Hospital Planning- Communicative Skills and Report Writing for Hospitals - IT for Hospitals - Information Systems Management in Hospitals	<b>3</b>
3	<b>HEALTH CARE MANAGEMENT</b> Healthcare Economics- Health Management- Legal Matters and Ethical Issues of Hospitals - Management of Hospital Operations Pharmaceutical and Management - Hospitals Visits - Role of Hospital administrators, healthcare office managers, or insurance compliance Managers.	<b>3</b>
4	<b>BASIC WELLNESS PRINCIPLES</b> Behavior change theories and the factors contributing to overall wellness -seven dimension model of wellness - spiritual, physical, emotional, career, intellectual, environmental, and social factors	<b>3</b>
5	<b>WELLNESS MANAGEMENT</b> Weight management -Psychological health - Disease management- Physical Fitness – Diet Management	<b>3</b>

### IV. COURSE PEDAGOGY & ASSESSMENT

The module runs over a 15 Hour Period and is designed to develop skills in managing common chronic diseases and be able to help clients implement lifestyle changes to manage their disease conditions and improve overall wellness. Most of the contents of this Module will be taught by Doctors and Health Care Professionals.

The module consists of mandatory formative assessment activities to support your learning and development prior to the professional project module. You will be required to produce a piece of work based upon a clinically-related project that is relevant to your practice. Once you have selected a specific project, you will submit a project summary/proposal of approximately 1000 words. Following the approval of your proposal you will then complete a 5000 word professional project. To produce the professional project you will continue to study online. Much of the work is self- directed, however you will receive guidance from your tutor throughout the module.



## **XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)**

*(A Jesuit Business School)*

**St. Xavier's College (Autonomous), Palayamkottai**

<b>COURSE</b>	<b>COURSE CODE</b>	<b>NAME OF THE COURSE</b>	<b>NO OF HOURS</b>	<b>CREDIT</b>
<b>ECC</b>	<b>23XBCECC002</b>	<b>DISASTER MANAGEMENT</b>	<b>30</b>	<b>1</b>

### **I. COURSE DESCRIPTION:**

As the entire world has come to standstill due to various disasters in the recent past, it is very important to have trained professionals to respond and manage the operations. This certificate equips the professionals with the holistic understanding of the disaster management process

### **II. COURSE OBJECTIVES**

- This course develops the competencies and skills for understanding, planning and managing the operations of the disaster management team.
- This course also cover the post disaster activities and preventive measures and recommendations to government and local bodies

### **III. COURSE OUTCOME & ASSURANCE OF LEARNING**

At the end of the Course the students,

- will have an understanding of the crisis management process and the to estimate the impact of the crisis
- will have an understanding of the physical, emotional and monetary impact of the crisis and the needs of the affected communities
- will gain the skills and process required to manage the operations and communications of the disaster management process
- will gain knowledge about the post disaster activities and livelihood and rehabilitation projects for the affected communities
- will gain understanding of the methods to conduct detail study about the disaster and provide recommendations to government and local bodies

#### IV. COURSE MODULE

MODULE	CONTENTS	HOURS
1	<b>Understanding the Crisis-</b> Impact Study – Methods and process of data collection – Estimating the impact(Physical, Emotional, Monetary) – Identifying and prioritizing the affected communities – Identifying the needs of the affected communities – Estimating the funds and volunteer support to address the crisis	3
2	<b>Planning &amp; Communication</b> Sourcing the funds for the program – Volunteers to support for medical support, delivery of ration items and counseling – Communication protocols and channels for volunteers - Partnership with agencies and other organizations involved in disaster management	3
3	<b>Operations</b> Logistics to reach out to the affected areas – Establish the process to deliver and monitor the distribution of ration items – Establish the process to monitor the wellbeing of the affected communities and volunteers – Engage and collect feedback from volunteers and affected communities- Ethics in Fund Management - Transparency	3
4	<b>Post disaster livelihood support and rehabilitation</b> Identify the livelihood needs of the affected communities –Source funds for livelihood support – Plan and execute livelihood support programs – Monitor and Assess program outcomes- Management of Business Firms –Continuity Plan	3
5	<b>Preventive measures based on the lesson learnt from the crisis</b> Conduct detail study of the disaster - Provide recommendations to government and local bodies – Source funds to develop preventive programsthat includes people, process and technology	3

#### V. COURSE PEDAGOGY & ASSESSMENT

The course will be taught using lectures, case studies, articles and reading materials. The Candidates will be assessed on their participation and performance in case discussions, classroom participation, regular class tests and timely submission of their assignments. Experts from industry will deliver hands on experience to candidates.



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

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COURSE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
ECC	23XBECC003	<b>CREATIVITY, DESIGN THINKING, AND INNOVATION FOR BUSINESS</b>	<b>30</b>	<b>1</b>

### I. COURSE DESCRIPTION

This course focuses on creativity and innovation, examining the interplay between creativity, organizational processes and systems, and successful innovation. Throughout the course we explore tools and techniques for fostering individual and group creativity, management practices that foster (or inhibit) innovation, methods for developing and evaluating ideas for new products, services, and the business models to execute these ideas, and principles and practices for leading innovation. Using a variety of readings, case examples, discussions, experiential exercises, and a challenging team project, students explore and apply the principles of creativity and innovation.

### II. COURSE OBJECTIVES

The objective of this course is to enable the participants to

- Use their Imaginative ideas and convert it into strategies
- Understand the Intrinsic vs. Extrinsic Motivators
- Overcome Mental Blocks towards difficult situations
- Remove the fear of failure and leading their mind for transformation

### III. COURSE OUTCOME

- Senior executives who want to strengthen their ability to lead innovation and enhance their organization's innovation capability.
- Team leaders and managers seeking to develop and integrate cutting-edge creative practices into their business processes and corporate culture.
- Executives seeking to learn new problem-solving approaches to innovation, building upon creativity research, design thinking and lean startup.
- Participants coming in groups/teams to collaborate on Action Learning Project tailored to their organization's context.

**IV. COURSE MODULE**

<b>MODULE</b>	<b>CONTENTS</b>	<b>HOURS</b>
1	<b>INSIGHTS</b> Overview creativity, innovation and design thinking- The core concepts of creativity, design and innovation -Creativity Myths - Mistaken beliefs about creativity and why they're dangerous	3
2	<b>BEING CREATIVE</b> Creative Thinking: Reframing and Mind Mapping Creative Thinking: Insights and Flow	3
3	<b>THE CREATIVE JOURNEY</b> The Importance of Happiness, Play, and Idle Time The Importance of Rewarding Creativity & Risk Taking	3
4	<b>MOVING FROM IDEAS TO IMPACT</b> Distributed creativity- diversity and collaboration through networks support the creativity process	3
5	<b>BREAKING THE BARRIERS</b> From Insights to Innovation Opportunities – Determination of key stakeholders in innovation area –Decision towards stakeholders- Overcoming Creativity Blocks- Overcoming Problem-Solving Blocks	3
6	<b>CREATIVE WORK ENVIRONS &amp; TEAM</b> Developing Creativity in Individuals-Creating a Creative Physical Environment Empowering Creative Teams-The Importance of Diversity- Develop an Idea Response Process	3
7	<b>CREATIVE DIVERGENCE</b> Creative people, creative organizations -Creative Strategies in Action- Impact and purpose - Measuring impact and the value createdthrough creativity	3
8	<b>DESIGN THINKING AND INNOVATION</b> Design Thinking Skills - Identifying an Innovation Context - Design thinking for innovation - The role of empathy in the design thinking process -Experiments : Designing and executing experiments for value creation -The design sprint: Principles of a design sprint and how to make it happen – Creative Architecture – Physical Building	3
9	<b>MOVING FROM IDEAS TO IMPACT</b> Distributed creativity - diversity and collaboration through networks – creating impact from ideas in organizations	3
10	<b>DISRUPTIVE INNOVATION AND TRANSFORMATION</b> Blue Ocean Thinking -Opportunities for Growth -Self Determination, Co-Determination and Solidarity - CENTER Model - Character, Excellence, Ownership, Tenacity, Entrepreneurship, and Relationship-Living to a transformation path-Life Phase Transformation	3

**V. COURSE PEDAGOGY & ASSESSMENT**

This course will be taught by eminent resource people and it will be a practical sessions based on Case Studies on the concepts, exercises, reading articles from the business magazine and newspapers. Exclusive Certificate will be issued on completion of the course.



## XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

*A Jesuit Business School*

St. Xavier's College (Autonomous),  
Palayamkottai - 627 002

### LEARNING ACADEMY

XIBA Learning Academy brings together our breadth and depth of Personality Development with our learning design and technology skills and capabilities. We deliver a range of off-the-shelf digital, blended, and classroom courses on a wide range of subjects, delivered through our secure and accessible online platform.

The hallmark of the Academy is its approach – by working with experts on Personality Development which is a sum of characteristics of an individual which makes him different from the others. The learning programmes are outcome-focused and embedded in our consulting experience. We partner with experts in the relevant fields through building holistic, integrated learning modules pertinent to today's business world. The Academy curriculum is designed to deliver more than just training, but measurable skills and capability that an organization needs to realize its strategic aims.

### Contents

ModuleNo	Activity
1	Pitching the Perceives
2	AD Zap
3	Riddles
4	Reading
5	Listening & Writing Exercise
6	Tell about yourself
7	Movie Review
8	Aptitude test
9	Ignite your imagination
10	Writing Comprehension



11	SWOT Analysis
12	Formal vs Informal words
13	Business Analysis
14	Employability Skills
15	LinkedIn
16	Itchy Feet
17	Budget Analysis
18	Self-Awareness
19	Self-Acceptance
20	Self-Disclosure
21	Feedback
22	Intrapersonal Conflict
23	Assertiveness
24	Personal value analysis
25	Attitudes
26	Managing Stress
27	Inter Personal Relationships
28	Trust
29	Life Positions
30	Transactional Analysis
31	Structural Analysis
32	Games & Strokes
33	Life Scripts
34	FIRO-B
35	FIRO-F
36	Usage of words
37	Descriptive words
38	Management concept in Hollywood movies
39	Group Discussion
40	Public Speaking

## MODULE 1

### Pitching the Perceives

#### Content

- Videos of popular advertisements shared to students
- Students were asked to watch all the videos

#### Activity:

- Students must write a short note about the Ad
- Justify the perception of the Ad
- Related the Ad with social values

#### Assessment:

- Students are evaluated on their writing comprehension
- Gauge how they perceive things that they see on a day to day life
- Finding a social context in everything they come across

## Module 2

### AD Zap

#### Content

- The advertisements on various TV channels
- Pick 2 sensible and insensible advertisements

#### Activity:

- State 2 sensible ads and reason why they seem sensible
- State 2 insensible ads and reason why they seem insensible
- Consider themselves as Director of Ads and showcase how they would re-shoot the insensible ads

#### Assessment:

- Students are evaluated on their writing comprehension
- Marketing skills will be evaluated
- Creativity will be reviewed

## Module 3

### Riddles

#### Content

- Riddles and Puzzles

#### Activity:

- Students are asked to answer the riddles

#### Assessment:

- Students are evaluated on their out of the box thinking
- Working on riddles will improve their aptitude skills

## Module 4

### Reading

#### Content

- News articles related to Business, Economy, Politics or Sports

#### Activity:

- Students need to read the article and record the same and share the video

#### Assessment:

- Students are evaluated on their reading skills

## Module 5

### Listening & Writing Exercise

#### Content

- A video is shared to the students

#### Activity:

- Students need to listen to the video carefully
- Provide a write up of their understanding

- Their ambitions
- About the glass ceiling in their life and how they overcome it

**Assessment:**

- Students are evaluated on their listening comprehension
- Writing skills are evaluated
- Students aim and ambition towards life and how they overcome their barriers

## **Module 6**

### **Tell about yourself**

**Content**

- “Tell About Yourself” Contents
- **Activity:**
- Students will need to record a 2 minutes video answering to “Tell About Yourself” covering Name, Native, Education, Strengths, Achievements, Short term goal and long-term goal
- Present a 2 minute video
- Need to dress formally and converse only in English

**Assessment:**

- Students are evaluated on their presentation skills
- Language ability
- Interpersonal skills
- Eradicate stage fear

## **Module 7**

### **Movie Review**

#### **Content**

- Movie “SuraraiPotru”

#### **Activity:**

- Students are asked to provide a write up based on management thoughts depicted in the movie
- Justify how a clear vision can help someone fulfill his dream as depicted in the movie.
- Failures can be made into stepping stones. Do you think is it true as shown in the movie?
- Not just your ideas and dreams, you must have the support of our closed ones to reach our goals. How is it described in the movie?
- Planning on your finance and costing. Spending based on what you have. Do you get any outputs regarding financial management from the movie?
- Essential requirements to become a successful entrepreneur. List the points what you observe from the movie.
- State the positives and negatives from the movie. Including the technical flaws formally and converse only in English

#### **Assessment:**

- Students are evaluated on their observational skills
- Learn how to review a movie
- Creative thinking

## **Module 8**

### **Aptitude test**

#### **Content**

- Aptitude test
- 30 questions are assigned in total covering Logical Reasoning, Data Interpretation, Verbal Reasoning

**Activity:**

- Students are asked to answer all questions

**Assessment:**

- Students are evaluated on their verbal and reasoning skills
- Aptitude knowledge is essential for interviews

**Module 9****Ignite your imagination****Content**

- Programmes related to Human Rights Day Celebration
- The contribution could be of in any form such as Rhetoric, Audio Visual of Role plays with friends/ family, Photography, sketching, Painting, Recording of Singing or Dancing, Self-made videos and Poem Writing etc.

**Activity:**

- Students are asked to contribute towards Human Rights Day celebration

**Assessment:**

- Content Originality
- Creativity
- Theme Relevance

**Module 10****Writing Comprehension****Content**

- Write an experience in 2020 and their expectations from 2021

**Activity:**

- Students are asked to submit a 2 page document to highlight their experiences of life in 2020 and their expectations from 2021

**Assessment:**

- Students are viewed on how they stayed positive amongst the Covid situation
- Also their view and expectations from the upcoming year and how they plan to move ahead in their life was evaluated
- Writing comprehension and grammatical error free writing is evaluated

**Module 11****SWOT Analysis****Content**

- SWOT Analysis – SWOT stands for Strength, Weakness, Opportunities and Threats. It is a tool used by companies to perform business analysis. Companies planning to start, grow and expand their business operations perform SWOT analysis to take business decisions. Strengths and Weakness are internal factors affecting decisions whereas Opportunities and Threats are external factors affecting decisions.
- Forming a team of 3 and for following sectors, identify top 3 companies by Market Cap and perform SWOT analysis. Each team should pick one sector.

**Activity:**

Students need to share PPT with 3 slides showcasing the below points:

- Company overview
- Market data, performance over the last years (High, low, current stock price)
- SWOT analysis (3 bullets for each)

**Assessment:**

- Students ability to Date Search and gathering data
- Perform SWOT Analysis
- Understand the overview of any company

## Module 12

### Formal vs Informal words

#### Content

Sentence structure and understanding of the difference between formal and informal words

#### Activity:

- Students are share 40 formal and informal words
- Students need to understand the meaning of the formal and informal words
- Write one sentence each for the formal words along with their meaning

#### Assessment:

- Students are analyzed on their understanding of the meaning of formal words
- Sentence structure and grammar errorless writing

## Module 13

### Business Analysis

#### Content

Analysis of micro and macro factors impacting the success and failure of the companies assigned to them.

#### Activity:

Students must prepare a 4 page deck to document the analysis of the company.

- Slide 1 – Company overview
- Slide 2 – Micro factors impacting the company
- Slide 3 – Macro factors impacting the company
- Slide 4 – Inference

#### Assessment:

Students are assessed based on the following:

- Data analysis and presentation skills
- PowerPoint presentation skills



## Module 14

### Employability Skills

#### Content

8 employability skills:

- Communication
- Teamwork
- Problem solving
- Self-management
- Planning and organizing
- Technology
- Learning
- Initiative and enterprise

#### Activity:

- Self-analyze themselves on the above mentioned skills and how they plan to bridge the gaps
- Submit a document about their findings along with ways to improve themselves in respective skills

#### Assessment:

- Self-analysis
- Understand their weak points and how they plan to eradicate the weakness
- Document preparation

## Module 15

### LinkedIn

#### Content

Creation of an ID in LinkedIn

#### Activity:

- Create your own LinkedIn Page
- Share the link

- Understand and document the job description for various streams like HR, Sales, Finance and Marketing

**Assessment:**

- On creation of their own LinkedIn page which is important for their professional growth
- Identification of the various job descriptions and requirements of companies

**Module 16**  
**Itchy Feet**

**Content**

Work Atmosphere

**Activity:**

Students need to prepare a document to show their preparation to travel:

- Accommodation
- Food
- Clothes
- Customs
- local entertainment
- shopping
- culture
- history
- geography
- Weather

**Assessment:**

- Preparation and planning skills
- Research skills about a new place or destination before travelling

## **Module 17**

### **Budget Analysis**

#### **Content**

Recent budget 2021

#### **Activity:**

Students need to do the following activities:

- Identify the sustainability goals
- Analyze the budget allocation for these goals
- Present the data in a spread sheet

#### **Assessment:**

- Students are evaluated on their analysis skills
- Google search skills
- Excel sheet working skills

## **Module 18**

### **Self-Awareness**

#### **Content**

Self-awareness

#### **Activity:**

- Students need to be provided with the following questions and have them write it:
- What does your ideal “you” look like?
- What kinds of dreams and goals do you have?
- Why are these dreams or goals important?
- What is keeping you from these dreams or goals?

- Rank 5-10 of the most important things in your life in your career, family, relationship and love, money, etc.
- Now think about the proportion of time you dedicate to each of these things

### **Assessment:**

- Understand the various answers of students and analyze their self-awareness
- Writing skills

## **Module 19**

### **Self-Acceptance**

### **Content**

Importance of self-acceptance

### **Activity:**

- Ask students to cut or tear a piece of paper into 2 sections and on the top of one piece, write 'NEGATIVE' and on the other "POSITIVE". Next, ask them to spend a few minutes thinking about all the negative statements they tell themselves, then write these statements on the "NEGATIVE" paper (eg I'm hopeless at maths, I can't make friends easily).
- Explain that things people tell themselves can make them feel bad or good and it's important for people to examine these things to see if they are true and to work toward telling themselves positive things so they can feel good more often.
- Ask students to spend another few minutes thinking about all the positive sentences they tell themselves or that they could tell about themselves and to write them on the page headed "POSITIVE". (eg I'm nice, I'm a good friend)
- Go around the group and have each student read at least one positive statement he or she wrote about him or herself. If a student has difficulty thinking of a positive statement, have another class member suggest one.
- Now ask the students to examine the assumptions in the statements they wrote for both the NEGATIVE and POSITIVE papers. Is there a difference in the assumptions, for example, are their more "provable beliefs" in the positive or negative statements? Does the negative thought seem as real when it is written out as when they heard it in their head?
- To finish, ask students to crumple up the NEGATIVE paper and place it in the rubbish bin and have them place the POSITIVE statements in the front of a muchused file/diary to remind them of these statements.

**Assessment:**

- Understanding the importance of accepting themselves and ways to see things positively in life

## **Module 20** **Self-Disclosure**

**Content**

Importance of self-disclosure

**Activity:**

- Encourage students to disclose some of their fears in written
- Make them read the same and check if that really is a fear and are there any ways to overcome it
- Have them write different ways to overcome their fear of disclosure

**Assessment:**

- Importance of disclosure
- Writing skills

## **Module 21** **Feedback**

**Content**

The importance of accepting feedback positively

**Activity:**

- Have students speak about a topic for 2 minutes
- Have other students listen to the topic and give feedback about the talk
- Students must provide positive feedback to start with
- Staff to share the areas of improvement
- This will give student how to receive a feedback and correct themselves

**Assessments:**

- Speaking ability of students by Providing constructive feedback

## **Module 22**

### **Intra Personal Conflict**

#### **Content**

- Intra personal conflict occasions

#### **Activity:**

- Make students write about “what they need in life” and what they want in life
- Then make them understand which is necessary and which is necessity

#### **Assessment:**

- Writing skills
- Understanding skills of what is really necessary in life and avoiding conflict in decision-making

## **Module 23**

### **Assertiveness**

#### **Content**

Importance of being assertive in life and also in working environment

#### **Activity:**

- Provide a list of negative sentences to students
- Exercise on rewriting the same sentence in a positive way without hurting the feelings of others

#### **Assessment:**

- Writing skills
- Student’s usage of words
- How to see things positively

## **Module 24**

### **Personal Value Analysis**

#### **Content**

Ways to comprehend the Importance of analyzing the personal value

#### **Activity:**

- Make students list out the core personal values
- Research from internet and read books/autobiographies of great people and share examples of their core values

#### **Assessment:**

- Reading skills
- Researching skills
- Understanding the importance of having core personal values

## **Module 25**

### **Attitudes**

#### **Content**

The types of attitudes and how positive attitude helps them in their life and also in their working environment

#### **Activity:**

- Making students search for videos or television ads depicting the types of attitudes
- Students will play the video and demonstrate how attitudes are depicted and provide alternate ways as to how they will show positivity

#### **Assessment:**

- Video Search
- Video Review
- How to show positive attitude in life

## **Module 26**

### **Managing Stress**

#### **Content**

Real stress and ways how to manage or overcome stress

#### **Activity:**

- Make students write various factors that causes stress
- Make them write on ways to handle stress
- Students to talk and discuss about the various ways to manage stress as a group

#### **Assessment:**

- Writing skills
- Speaking skills
- Group discussion Skills

## **Module 27**

### **Inter Personal Relationships**

#### **Content**

The importance of having interpersonal relationships within themselves in college as well as in working environment

#### **Activity:**

- Have students divide into teams
- Provide team exercises where students need to work as a team and perform the activity Assessment:
- Team work
- Effective communication



## **Module 28**

### **Trust**

#### **Content**

The importance of trusting each other

#### **Activity:**

- Make students divide into teams
- Have one student being blind folded and have some obstacles on the way with small objects
- Other team members must guide the student to walk blind folded without stamping on any of the objects

#### **Assessment:**

- Effective communication
- Team work
- Trusting the teams voice and moving forward

## **Module 29**

### **Life Positions**

#### **Content**

#### **Various life positions:**

- 'I'm not OK, You're OK'
- 'I'm not OK, You're not OK'
- 'I'm OK, You're not OK'
- 'I'm OK, You're OK'

#### **Activity:**

- Make students search for videos depicting life positions
- Have students demonstrate the ways life positions are showcased in those videos

**Assessment:**

- Research skills
- Presentation Skills
- Importance of life positions

### **Module 30**

#### **Transactional Analysis**

**Content**

Transactional analysis and its types

**Activity:**

- Show videos about transactional analysis explained by experts
- Make students discuss on the understanding

**Assessment:**

- Group discussion skills
- Understanding transactional analysis between students

### **Module 31**

#### **Structural Analysis**

**Content**

The concept of structural analysis

**Activity:**

- Students are given words and are asked to divide the words into structure and try to understand the meaning of the same
- Discuss the answers among students to confirm uniformity of knowledge

**Assessment:**

- Vocabulary skills
- Words and their meanings

## **Module 32**

### **Games & Strokes**

#### **Content**

The concept of Games & Strokes

#### **Activity:**

- Divide students into teams
- Player 1 will be made to make a statement and player 2 will reply with contradictory statements until one of the player gives up
- Player 1 will be made to greet player 2 and player2 will be asked to respond
- Based on the response Player 1 will decide whether it is a positive stroke or negative stroke or null stroke

#### **Assessment:**

- Skills on understanding the difference between games and strokes
- Analyze the type of strokes and determine which is essential for life

## **Module 33**

### **Life Scripts**

#### **Content**

Life Script

#### **Activity:**

- Make students write article about things that happened in their early childhood
- Analyze how those incidents determined their life progress

#### **Assessment:**

- Writing skills of students
- Understanding the concept of life scripts

## **Module 34**

### **FIRO-B**

#### **Content**

Concept of FIRO-B

#### **Activity:**

- Make students understand their behavior and showcase how it affects the behaviors of others
- Show them videos and articles related to FIRO-B
- Make students discuss on the topic

#### **Assessment:**

- Knowledge on the concept of FIRO-B
- Group Discussion Skills

## **Module 35**

### **FIRO-F**

#### **Content**

Concept of FIRO-F

#### **Activity:**

- Make students understand their behavior and showcase how it affects the behaviors of others
- Show them videos and articles related to FIRO-F
- Make students discuss on the topic

#### **Assessment:**

- Knowledge on the concept of FIRO-F
- Group Discussion Skills

## **Module 36**

### **Usage of Words**

#### **Content**

The usage of using alternate words instead of using “very”

#### **Activity:**

- Replacement words for words that start with very are listed to students
- Students are made to frame sentences using the new words

#### **Assessments:**

- Usage of words
- Sentence formation
- Vocabulary

## **Module 37**

### **Descriptive Words**

#### **Content**

List of words and all possible synonyms for those words

#### **Activity:**

- Students are provided with common words and other words that portray the same meaning
- They are asked to frame sentences and understand how they can be used in a sentence

#### **Assessments:**

- Usage of words
- Sentence formation
- Grammar skills

## **Module 38**

### **Management concept in Hollywood movies**

#### **Content**

Movie related to management and write reviews

#### **Activity:**

- Students will be provided with a list of management related movies
- Submit a review of the movies

#### **Assessment:**

- Management ideology through movies
- Writing skills
- Movie review skills

## **Module 39**

### **Group Discussion**

#### **Content**

The concept of group discussion and its importance for interviews

#### **Activity:**

- Students to be divided into teams
- Each time to be provided with topics
- After 10 minutes, each team will discuss on the topic provided

#### **Assessment:**

- Group Discussion skills
- Speaking skills

## **Module 40**

### **Public Speaking**

#### **Content**

The importance of public speaking and eradicate stage fear

#### **Activity:**

- Students to be provided with topics on the previous days
- Students need to gather points and give a speech on the topic in front of audience

#### **Assessments:**

- Public speaking skills
- Shyness and stage fear

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