NAAC 'A' Accredited Autonomous Institute Syllabus of BBA (General)

Effective from session 2026-27



Guru Nanak Institute of Technology

Detailed Syllabus for BBA

(1ST Sem to 8th Sem) under Autonomy Incorporation of NEP-2020

Regulation-2026

(Effective from 2026-27 Admission Batches)

Department of Business Administration

SEMESTER-WISE CREDIT DISTRIBUTION

Sem	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective courses	Value added Courses	Skill Enhancement courses	Discipline Specific Electives	Total
1	12	2	2	2	2	-	20
2	12	4	2	2	-	-	20
3	12	-	2	2	4	-	20
4	16	-	-	2	2	-	20
5	8	-	-	-	4	8	20
6	6	-	-	-	6	8	20
BBA (Honours)							
7	4	-	4	-	4	8	20
8	-	-	-	-	8	12	20
BBA (Honours with Research)							
7	8	-	-	-	4	8	20
8	-	-	-	-	20	-	20
Total							**160**

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

1. BBA (Honours with Research): Minimum 75% marks or equivalent CGPA in BBA (1st to 6th Semester)
2. BBA (Honours): Less than 75% marks or equivalent CGPA in BBA (1st to 6th Semester)

Note: The students who are eligible for BBA (Honours with Research) shall have choice to pursue either BBA (Honours) or BBA (Honours with Research).

1st SEM

1st Year 1st Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 101	Principles of Management	3	1	0	4	4
2	Core Course	BBA 102	Business Economics	3	1	0	4	4
3	Core Course	BBA 103	Business Statistics and Logic	3	1	0	4	4
4	Skill Enhancement Course	SEC 101	Computer concepts and Applications	2	0	0	2	2
5	Multidisciplinary Elective course*	MDE 101A	Indian Culture and Civilisation with its Knowledge Systems and Traditions	2	0	0	2	2
		MDE 101B	Vision for a Human Society (Vishva Kalyan through Vasudhaiva Kutumbkam)	2	0	0	2	2
6	Ability Enhancement Course	AEC 101	General English	1	1	0	2	2
7	Value Added Course	VAC 101	Environmental Science and Sustainability	1	1	0	2	2
SESSIONAL								
8	Ability Enhancement Course**	AEC 102	Indian or Foreign Language	1	1	0	0	0
Total of Theory, Practical and Mandatory Activities/Courses				**16**	**6**	**0**	**22**	**20**

***Any one from MDE 101A or MDE 101B**

****Additional Course - Indian Languages: Sanskrit/Hindi/All Regional languages**
Foreign Languages: Spanish/German/French/Korean/Mandarin

2nd SEM

1st Year 2nd Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 201	Organisational Behaviour	3	1	0	4	4
2	Core Course	BBA 202	Financial Accounting	3	1	0	4	4
3	Core Course	BBA 203	Business Regulatory Framework	3	1	0	4	4
4	Multidisciplinary Elective course*	MDE 201A	Critical Thinking	1	1	0	2	2
		MDE 201B	IT Skills	1	1	0	2	2
5	Ability Enhancement Course	AEC 201	Business Communication	1	1	0	2	2
6	Ability	AEC 202	Society Culture and Human	2	0	0	2	2

	Enhancement Course		Behavior					
7	Value Added Course	VAC 201	The Constitution, human rights and law	1	1	0	2	2
SESSIONAL								
8	Ability Enhancement Course***	AEC 202	Indian or Foreign Language	1	1	0	2	0
Total of Theory, Practical and Mandatory Activities/Courses				**15**	**7**	**0**	**22**	**20**

***Any one from MDE 101A or MDE 101B**

*****Additional Course - Indian Languages: Sanskrit/Hindi/All Regional languages**
Foreign Languages: Spanish/German/French/Korean/Mandarin

3rd SEM

2nd Year 3rd Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 301	Cost and Management Accounting	3	1	0	4	4
2	Core Course	BBA 302	Operations Management	3	1	0	4	4
3	Core Course	BBA 303	Business Research Methodology	3	0	0	3	3
4	Multidisciplinary Elective course*	MDE 301A	Sustainable Development Goals (SDGs)	1	1	0	2	2
		MDE 301B	Introduction to Artificial Intelligence	1	1	0	2	2
		MDE 301C	Indian Systems of Health and Wellness	1	1	0	2	2
5	Skill Enhancement Course	SEC 301	Management Information System (MIS)	2	0	0	2	2
6	Value Added Course**	VAC 301A	Yoga	1	0	2	3	2
		VAC 301B	Sports	1	0	2	3	2
		VAC 301C	NCC	1	0	2	3	2
		VAC 301D	NSS	1	0	2	3	2
		VAC 301E	Disaster Management	1	0	2	3	2
PRACTICAL								
7	Core Course	BBA 391	Business Research Methods Lab	0	0	2	2	1
8	Skill Enhancement Course	SEC 392	Management Information System Lab	0	0	4	4	2
Total of Theory, Practical and Mandatory Activities/Courses				**13**	**3**	**8**	**24**	**20**

***Any one from MDE 301A or MDE 301B or MDE 301C**

****Any one from VAC301A or VAC301B or VAC301C or VAC301D or VAC301E**

4th SEM

2nd Year 4th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 401	Marketing Management	3	1	0	4	4
2	Core Course	BBA 402	Human Resource Management	3	1	0	4	4
3	Core Course	BBA 403	Financial Management	3	1	0	4	4
4	Core Course	BBA 404	International Business	2	0	0	2	2
5	Core Course	BBA 405	Entrepreneurship and Startup Ecosystem	1	1	0	2	2
6	Skill Enhancement Course*	SEC 481A	Understanding basics of Cyber Security	1	1	0	2	2
		SEC 481B	Design Thinking	1	1	0	2	2
7	Value Added Course**	VAC 401A	Business environment and public policy	2	0	0	2	2
		VAC 401B	Enterprise System and platforms	0	1	2	2	2
		VAC 401C	Geo Politics and impact on business	2	0	0	2	2
Total of Theory, Practical and Mandatory Activities/Courses				**15**	**6**	**2**	**23**	**20**

***Any one from SEC481A or SEC 481B**

****Any one from VAC401A or VAC401B or VAC401C**

5th SEM

3rd Year 5th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 501	Strategic Management	3	1	0	4	4
2	Core Course	BBA 502	Logistic and Supply Management	3	1	0	4	4
3	Discipline Specific Electives	BBA(DSE) 501 A/B/C	Discipline Specific Electives - I	3	1	0	4	4
4	Discipline Specific Electives	BBA(DSE) 502 A/B/C	Discipline Specific Electives - II	3	1	0	4	4
5	Discipline Specific Electives (Audit Course)	BBA (DSEA) 503	Discipline Specific Electives (Audit Course) - I	3	1	0	4	0
SESSIONAL								
6	Internship	SEC 581	Internship/Capstone Project	0	0	0	0	4
Total of Theory, Practical and Mandatory Activities/Courses				**15**	**5**	**0**	**20**	**20**

Note: Major project will be initiated in 5th Sem and extended to 6th Semester

6th SEM

3rd Year 6th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 601	Project Management	3	1	0	4	4
2	Core Course	BBA 602	Business Taxation	2	0	0	2	2
3	Discipline Specific Electives	BBA(DSE) 601 A/B/C	Discipline Specific Electives - III	3	1	0	4	4
4	Discipline Specific Electives	BBA(DSE) 602 A/B/C	Discipline Specific Electives - IV	3	1	0	4	4
5	Skill Enhancement Course	SEC 601	Corporate Governance	2	0	0	2	2
6	Discipline Specific Electives (Audit Course)	BBA (DSEA) 603	Discipline Specific Electives (Audit Course) - II	3	1	0	4	0
SESSIONAL								
7	Internship	SEC 681	Major Project	0	0	0	0	4
Total of Theory, Practical and Mandatory Activities/Courses				**16**	**4**	**0**	**20**	**20**

Note: Major project will be initiated in 5th Sem and extended to 6th Semester

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

3. BBA (Honours with Research): Minimum 75% marks or equivalent CGPA in BBA (1st to 6th Semester)
4. BBA (Honours): Less than 75% marks or equivalent CGPA in BBA (1st to 6th Semester)

Note: The students who are eligible for BBA (Honours with Research) shall have choice to pursue either BBA (Honours) or BBA (Honours with Research).

7th SEM
For BBA (Honours)

4th Year 7th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Open Elective*	BBA(OE) 701A	AI for Business	3	1	0	4	4
		BBA(OE) 701B	Diversity, Equity and Inclusion	3	1	0	4	4
		BBA(OE) 701C	Digital Ethnography and Online Communities	3	1	0	4	4
2	Core Course	BBA 702	Data Analytics Skills for Managers	3	1	0	4	4
3	Discipline Specific Electives	BBA(DSE) 701 A/B/C	Discipline Specific Electives - V	3	1	0	4	4
4	Discipline Specific Electives	BBA(DSE) 702 A/B/C	Discipline Specific Electives - VI	3	1	0	4	4
SESSIONAL								
5	Internship	SEC 781	Internship Report & Viva-Voce	0	0	0	0	4
Total of Theory, Practical and Mandatory Activities/Courses				**12**	**4**	**0**	**16**	**20**

***Any one from BBA(OE)701A or BBA(OE)701B or BBA(OE)701C**
Note: Dissertation work will be initiated in 7th Sem and extended to 8th Semester

7th SEM
For BBA (Honours with Research)

4th Year 7th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	**Core Course**	**BBA 701**	**Advanced Research Methodology**	**2**	**0**	**0**	**2**	**2**
2	Core Course	BBA 702	Data Analytics Skills for Managers	3	1	0	4	4
3	Discipline Specific Electives	BBA(DSE) 701 A/B/C	Discipline Specific Electives - V	3	1	0	4	4
4	Discipline Specific Electives	BBA(DSE) 702 A/B/C	Discipline Specific Electives - VI	3	1	0	4	4
SESSIONAL								
5	Internship	SEC 781	Internship Report & Viva-Voce	0	0	0	0	4
PRACTICAL								
6	**Core Course**	**BBA 791**	**Advanced Research Methodology Lab**	**0**	**0**	**4**	**4**	**2**
Total of Theory, Practical and Mandatory Activities/Courses				**11**	**3**	**4**	**18**	**20**

Note: Dissertation work will be initiated in 7th Sem and extended to 8th Semester

8th SEM
For BBA (Honours)

4th Year 8th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Discipline Specific Electives	BBA(DSE) 801 A/B/C	Discipline Specific Electives - VII	3	1	0	4	4
2	Discipline Specific Electives	BBA(DSE) 802 A/B/C	Discipline Specific Electives - VIII	3	1	0	4	4
3	Discipline Specific Electives	BBA(DSE) 803 A/B/C	Discipline Specific Electives - IX	3	1	0	4	4
SESSIONAL								
3	Research Project	BBA 881	Dissertation work	0	0	0	0	8
Total of Theory, Practical and Mandatory Activities/Courses				**9**	**3**	0	**12**	**20**

8th SEM
For BBA (Honours with Research)

4th Year 8th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
SESSIONAL								
1	**Research Project**	**BBA 881**	**Dissertation work**	**0**	**0**	**0**	**0**	**20**
Total of Theory, Practical and Mandatory Activities/Courses				**0**	**0**	**0**	**0**	**20**

DISCIPLINE SPECIFIC ELECTIVES (MARKETING)

Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
THEORY								
1	Discipline Specific Electives	DSE (MR) - 01	Sales & Distribution Management	3	1	0	4	4
2	Discipline Specific Electives	DSE (MR) – 02	Consumer Behaviour	3	1	0	4	4
3	Discipline Specific Electives	DSE (MR) – 03	Digital Marketing	3	1	0	4	4
4	Discipline Specific Electives	DSE (MR) – 04	Advertising and Brand Management	3	1	0	4	4
5	Discipline Specific Electives	DSE (MR) – 05	Marketing of Services	3	1	0	4	4
6	Discipline Specific Electives	DSE (MR) – 06	B2B Marketing	3	1	0	4	4
7	Discipline Specific Electives	DSE (MR) – 07	Neuro Marketing	3	1	0	4	4
8	Discipline Specific Electives	DSE (MR) – 08	Marketing Analytics	3	1	0	4	4
9	Discipline Specific Electives	DSE (MR) – 09	Retail Marketing	3	1	0	4	4
10	Discipline Specific Electives	DSE (MR) – 10	Rural Marketing	3	1	0	4	4
11	Discipline Specific Electives	DSE (MR) – 11	Integrated Marketing Communication	3	1	0	4	4
12	Discipline Specific Electives	DSE (MR) – 12	International Marketing	3	1	0	4	4
13	Discipline Specific Electives	DSE (MR) – 13	Marketing Research	3	1	0	4	4
14	Discipline Specific Electives	DSE (MR) - 14	AI in Marketing	3	1	0	4	4

DISCIPLINE SPECIFIC ELECTIVES
(FINANCE)

Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
THEORY								
1	Discipline Specific Electives	DSE (Fin) - 01	Financial Markets, Institutions and Services	3	1	0	4	4
2	Discipline Specific Electives	DSE (Fin) – 02	GST	3	1	0	4	4
3	Discipline Specific Electives	DSE (Fin) – 03	Financial Planning	3	1	0	4	4
4	Discipline Specific Electives	DSE (Fin) – 04	Investment Analysis & Portfolio Management	3	1	0	4	4
5	Discipline Specific Electives	DSE (Fin) – 05	Banking and Insurance	3	1	0	4	4
6	Discipline Specific Electives	DSE (Fin) – 06	Company Accounts and Audit	3	1	0	4	4
7	Discipline Specific Electives	DSE (Fin) – 07	Strategic Corporate Finance	3	1	0	4	4
8	Discipline Specific Electives	DSE (Fin) – 08	Financial Analytics	3	1	0	4	4
9	Discipline Specific Electives	DSE (Fin) – 09	Financial Derivatives	3	1	0	4	4
10	Discipline Specific Electives	DSE (Fin) – 10	Business Analysis & Valuation	3	1	0	4	4
11	Discipline Specific Electives	DSE (Fin) – 11	Financial Modelling	3	1	0	4	4
12	Discipline Specific Electives	DSE (Fin) – 12	International Financial Management	3	1	0	4	4
13	Discipline Specific Electives	DSE (Fin) – 13	Behavioral Finance (Neuro Finance)	3	1	0	4	4
14	Discipline Specific Electives	DSE (Fin) – 14	AI in Finance	3	1	0	4	4
15	Discipline Specific Electives	DSE (Fin) – 15	Sustainable Finance	3	1	0	4	4

DISCIPLINE SPECIFIC ELECTIVES
(HUMAN RESOURCE)

Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
THEORY								
1	Discipline Specific Electives	DSE (HRM) - 01	Industrial Relations	3	1	0	4	4
2	Discipline Specific Electives	DSE (HRM) – 02	Labour Laws	3	1	0	4	4
3	Discipline Specific Electives	DSE (HRM) – 03	Training and Development	3	1	0	4	4
4	Discipline Specific Electives	DSE (HRM) – 04	Performance Management	3	1	0	4	4
5	Discipline Specific Electives	DSE (HRM) – 05	Team Building in the organizations	3	1	0	4	4
6	Discipline Specific Electives	DSE (HRM) – 06	Coaching & Mentoring	3	1	0	4	4
7	Discipline Specific Electives	DSE (HRM) – 07	Human Resource Development	3	1	0	4	4
8	Discipline Specific Electives	DSE (HRM) – 08	Human Resource Analytics	3	1	0	4	4
9	Discipline Specific Electives	DSE (HRM) – 09	Change Management and Organizational Development	3	1	0	4	4
10	Discipline Specific Electives	DSE (HRM) – 10	Negotiation Skills	3	1	0	4	4
11	Discipline Specific Electives	DSE (HRM) – 11	Employee Life Cycle Management	3	1	0	4	4
12	Discipline Specific Electives	DSE (HRM) – 12	Cross-Cultural HRM	3	1	0	4	4
13	Discipline Specific Electives	DSE (HRM) – 13	Talent acquisition and management	3	1	0	4	4
14	Discipline Specific Electives	DSE (HRM) – 14	Compensation Management	3	1	0	4	4
15	Discipline Specific Electives	DSE (HRM) – 14	AI in HRM	3	1	0	4	4

SEMESTER-WISE

DETAILED SYLLABUS

1st SEM

1st Year 1st Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 101	Principles of Management	3	1	0	4	4
2	Core Course	BBA 102	Business Economics	3	1	0	4	4
3	Core Course	BBA 103	Business Statistics and Logic	3	1	0	4	4
4	Skill Enhancement Course	SEC 101	Computer concepts and Applications	2	0	0	2	2
5	Multidisciplinary Elective course*	MDE 101A	Indian Culture and Civilisation with its Knowledge Systems and Traditions	2	0	0	2	2
		MDE 101B	Vision for a Human Society (Vishva Kalyan through Vasudhaiva Kutumbkam)	2	0	0	2	2
6	Ability Enhancement Course	AEC 101	General English	1	1	0	2	2
7	Value Added Course	VAC 101	Environmental Science and Sustainability	1	1	0	2	2
SESSIONAL								
8	Ability Enhancement Course**	AEC 102	Indian or Foreign Language	1	1	0	0	0
Total of Theory, Practical and Mandatory Activities/Courses				**16**	**6**	**0**	**22**	**20**

***Any one from MDE 101A or MDE 101B**

****Additional Course - Indian Languages: Sanskrit/Hindi/All Regional languages**
Foreign Languages: Spanish/German/French/Korean/Mandarin

Course: PRINCIPLES OF MANAGEMENT	
Course Code: BBA 101	**Semester: I**
Course Category: Core	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 101.1	Remembering	**Remember** the basic concepts of management
BBA 101.2	Understanding	**Understand** the process and functions in management
BBA 101.3	Applying	**Apply** the managerial skill to manage the workforce in the organization
BBA 101.4	Analyzing	**Examine** the factors which will foster organizational change
BBA 101.5	Evaluating	**Categorize** various issues for structuring/restructuring of organization
BBA 101.6	Creating	**Develop** new approach which will add value to the organization as well as society

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**(a) Concept & Nature of Management**: meaning, significance & definition, management is science or art, management as a process, management vs administration, levels of management, limitations of management **(b) Management Theory:** Approaches to Management - Classical, Neo-Classical and Modern thought	**10**
M2	**Planning & Decision Making** (a) **Planning:** meaning, definition & process of planning, significance and limitations in planning, types of planning (b) **Decision Making:** meaning, types, process, significance and limitations in Decision Making, environment in decision making, Steps in Decision Making, Modern Approaches in Decision Making, DSS, difficulties and guidelines in decision making	**10**
M3	**Organising** Nature & Significance of Organization, Authority & Responsibility Relationships, Span of control, delegation process, barriers in delegation, centralization vs decentralization, concept on line and staff organization, organization structures and their types	**10**
M4	**Directing** (a) **Motivation:** meaning, definition and significance of motivation, different theories on motivation (b) **Leadership:** meaning, definition & significance of leadership, various leadership styles (c) **Communication:** process and barriers of communication, how to overcome communication barriers	**10**
M5	**Controlling** Meaning, definition & importance of controlling, steps in controlling process, critical control point, types of managerial control, requirements of good control system	**5**

M6	**Management of Change** Definition, nature & importance of change, planned change vs unplanned change, change forces, process of change, how change agents can change, resistance to change, overcoming resistance to change	**5**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	1	1	–	1	1	1	1	1	2	1
CO2	3	2	1	1	2	2	1	2	2	3	2
CO3	2	3	2	1	2	2	2	3	3	3	2
CO4	2	3	2	2	2	3	2	2	2	3	3
CO5	2	3	3	2	2	2	2	2	2	3	2
CO6	2	3	3	2	3	3	3	3	3	3	3

Suggested Text Books:-

1. Stephen Robbins: Management, Prentice Hall
2. V.S.P.Rao & Hari Krishna: Management-Text & Cases, Excel Books
3. Wiehrich and Koontz, et al: Essentials of Management; TMH
4. Fred Luthans: Cases, Readings and Review Guide for Principles of Management

Suggested Reference Books:-

1. Ramaswami T: Principles of Management, Himalaya Publishing
2. Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston

Reflective Exercises and Cases:

1. Entrepreneurial Leadership in Forming High Tech Enclaves: Lessons from the Government of Andhra | F. Warren McFarlan, Espen Andersen, Ramiro 34 Model curriculum for UG Degree in BBA Montealegre | Harvard Business School | 308079-PDF-ENG https://hbsp.harvard.edu/product/308079-PDF-ENG?
2. ATH Technologies by Robert Simons and Jennifer Packard https://www.hbs.edu/faculty/Pages/item.aspx?num=52711
3. Article review and discussion: Application of Ancient Indian Philosophy in Modern Management (http://www.irdindia.in/journal_ijrdmr/pdf/vol5_iss4/8.pdf)
4. Review of Lincoln Electric Co. by Norman Berg. 5. Review of Hawthorne case.
6. Leadership Lessons from India | Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael Useem | Harvard Business Review | R1003G-PDF-ENG | https://hbsp.harvard.edu/product/R1003G-PDF-ENG?
7. Traditional Way of Learning Ayurveda and Practising It: A Dialogue with Vaidya Bhaskarbhai Hardikar | Mukund Dixit, Sanjay Verma | IIM Ahmedabad | A00135-PDF-ENG | https://hbsp.harvard.edu/product/A00135-PDF-ENG?
8. Forest Essentials: Demystifying India's Luxury Ayurveda Brand | Veena Vohra, Seema Khanvilkar | Ivey Publishing | W28410-PDF-ENG | https://hbsp.harvard.edu/product/W28410-PDF-ENG?
9. Atijeevan Foundation: Transforming Scars into Strength | Shubham Sharma, Satyendra C Pandey | Ivey Publishing | W36939-PDF-ENG | https://hbsp.harvard.edu/product/W36939-PDF-ENG?
10. Leadership principles from Hindu scriptures (https://blog.hua.edu/blog/leadership-principles-from-hindu-scriptures)
11. 5 Principles of Purposeful Leadership | Hubert Joly | Harvard Business Review | H06YSB-PDF-ENG | https://hbsp.harvard.edu/product/H06YSB-PDF-ENG
12. Bharti Airtel (A) | C.K. Prahalad, M.S. Krishnan, Sheel Mohnot | WDI Publishing | W88C34-PDF-ENG https://hbsp.harvard.edu/product/W88C34-PDF-ENG?

Course: BUSINESS ECONOMICS	
Course Code: BBA 102	**Semester: I**
Course Category: Core	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
BBA102.1	Understanding	To explain the key terms in business economics, from a managerial perspective.
BBA102.2	Applying	To equip students with fundamental concepts of business economics.
BBA102.3	Analysing	To foster critical thinking by analyzing real-world case studies, enabling students to propose innovative solutions to business problems.
BBA102.4	Evaluating	Business economics delves into the complexities of market structures, helping students navigate challenges such as competition, regulatory environments, and technological disruptions.
BBA102.5	Creating	A grasp of business economics is essential for aspiring entrepreneurs, managers, and analysts seeking to thrive in today's dynamic and interconnected business landscape.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Fundamentals and Basic elements of Microeconomics:** a) The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics. b) Scope of Study and Central Problems of Micro and Macroeconomics c) Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand. d) Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.	**15**
M2	**Producer And Consumer Behavior:** a) Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium. b) Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves. c) Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.	**15**
M3	**Analysis of Market:** Concept of Market and Main Forms of Market; Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly	**10**
M4	**National Income and Various Indian Economy Challenges** a) Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income. b) A Brief Introduction of Indian Economy - Pre-and Post-Independence.	**10**

	c) Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty d) Business Environment, Trade with Various Nations, Sustainable Economic Development.	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**3**	**2**	**1**	**–**	**1**	**2**	**1**	**1**	**1**	**2**	**1**
CO2	**3**	**2**	**2**	**1**	**2**	**2**	**1**	**1**	**1**	**3**	**2**
CO3	**2**	**3**	**3**	**3**	**2**	**2**	**2**	**2**	**2**	**3**	**2**
CO4	**2**	**3**	**3**	**3**	**2**	**3**	**2**	**2**	**2**	**3**	**3**
CO5	**2**	**3**	**3**	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Suggested Text Books:

1. Homas and Maurice: Managerial Economics, Tata McGraw Hill
2. P.L. Mehta: Managerial Economics - Analysis, Problems and Cases, Sultan Chand Sons, New Delhi.
3. Varshney and Maheshwari: Managerial Economics, Sultan Chand and Sons, New Delhi.
4. Joel Dean: Managerial Economics, Prentice Hall, USA.
5. H L Ahuja: Managerial Economics, S Chand & Co. New Delhi.
6. Peterson, Lewis, Sudhir Jain: Managerial Economics, Pearson, Prentice Hall
7. D. Salvatore: Managerial Economics, McGraw Hill, New Delhi.
8. G.S. Gupta: Managerial Economics, T M H, New Delhi.
9. Mote, Paul and Gupta: Managerial Economics, T M H, New Delhi.

Suggested Reference Books:

1. Panchanan Das, Anindita Sengupta: Economics I: Oxford.
2. S. Mukherjee, M. Mukherjee & A. Ghose: Microeconomics, Prentice-Hall.
3. Vinita Agarwal: Managerial Economics, Pearson
4. Debes Mukherjee: Essentials of Micro and Macro Economics, Central
5. R. G. Hubbard & O'Brien: Microeconomics, Pearson.

3

Course: BUSINESS STATISTICS AND LOGIC	
Course Code: BBA 103	**Semester: I**
Course Category: Core	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA103.1	Understanding	Outline the relevant concepts of Statistics to a given context/business scenario.
BBA103.2	Applying	Organize business data and conduct statistical treatment.
BBA103.3	Analysing	Explain data trends using appropriate statistical models.
BBA103.4	Evaluating	Evaluate and interpret data using appropriate statistical techniques.
BBA103.5	Applying	Demonstrate data handling skills with clarity and logical reasoning.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis:** Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance. Practical using Excel (Real-life Dataset)	**20**
M2	**Correlation:** Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. **Regression:** Meaning and utility of regression analysis, comparison between correlation and regression, regression lines – x on y, y on x, regression equations and regression coefficients. Practical using Excel.	**10**
333M3	**Probability and Probability distributions:** Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value. Practical using Excel.	**10**
M4	**Introduction to Logic:** Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning. Practical/Logical exercises.	**10**
	Total	**50**

CO-PO Mapping

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**3**	**2**	**1**	**1**	**2**	**1**	**1**	**1**	**1**	**2**	**2**
CO2	**3**	**3**	**2**	**3**	**3**	**1**	**1**	**1**	**2**	**3**	**2**

CO3	**3**	**3**	**3**	**3**	**3**	**2**	**1**	**1**	**2**	**3**	**3**
CO4	**3**	**3**	**3**	**3**	**3**	**2**	**2**	**1**	**2**	**3**	**3**
CO5	**2**	**3**	**2**	**2**	**3**	**2**	**2**	**2**	**3**	**3**	**3**

Textbooks (Latest Editions):

1. Levin R. I.& Rubin D. S. *Statistics for Management*. Delhi: Pearson.
2. Pillai & Bagavathi. *Statistics, Theory and Practice,* S Chand Publishing
3. SP Gupta. *Statistical Methods*, Sultan Chand and Sons
4. SC Gupta. Fundamentals of Statistics, Himalaya Publishing House
5. Sharma, Gupta, The Practice of Business Statistics, Khanna Publishing House.

Reference Research Paper:

1. Fildes, R., & Goodwin, P. (2007). Against your better judgment? How organizations can improve their use of management judgment in forecasting. Interfaces, 37(6), 570-576.
2. Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? Behavioral and Brain Sciences, 23(5), 645-665.

Course: COMPUTER CONCEPTS AND APPLICATIONS	
Course Code: SEC 101	**Semester: I**
Course Category: Skill Enhancement Course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
SEC101.1	Remembering	**Identify** the concept of computer hardware, software, programing language and classification of computer.
SEC101.2	Understanding	**Summarise** the different input and output devices like CPU, Monitor, Keyboard, Mouse, and different types of primary and secondary devices of computer, computer software and computer applications,
SEC101.3	Applying	**Use** the various tools of computer hardware and software in case installation and programming.
SEC101.4	Analysing	**Illustrate** the concept of program development and programing language.
SEC101.5	Evaluating	**Evaluate** the basic algorithms- sum of series, sorting.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Basic Computer Concepts:** Different generations of computer hardware, Modern taxonomy of computers; Hardware and software; Programming languages, Overview of computer systems and their components, Evolution of computers and their impact on society, Classification of computers (mainframes, personal computers, mobile devices), General idea of information and communication technologies, Information system development process.	**5**
M2	**Computer Hardware:** Input and Output devices; Memory (or storage) devices; Central Processing Unit. Input / Output devices: keyboard, mouse, light pen, barcode readers, scanners, MICR, OCR, voice recognition and handwriting recognition systems; visual display terminals, printers, plotters etc. Storage devices: Primary storage – RAM, ROM, EEROM, PROM, EPROM; Secondary storage – direct access devices, serial access devices: hard disks, floppy disks, magnetic tape, CD-ROM, DVD; Cache memory and Virtual memory. Central Processing Unit – Control Unit; Arithmetic and Logic Unit; Decoders; Registers; Machine Instructions; Stored program concept; Program execution: Fetch-Decode-Execute cycle; Arithmetic, logical and shift operations.	**7**
M3	**Computer Software:** Meaning of software; broad classification of software; system software and application software; utilities. Systems software – Operating systems: Basic idea of an OS; OS as a resource manager – memory management, input/output management, secondary storage management, processor management, program management, network management; Brief introduction to different types of operating systems like	**5**

	DOS, Windows, Unix, Linux etc. Application software – System development tools, Utilities, Application packages, User- written programs.	
M4	**Programming languages and Algorithms:** The concept of programming; pseudocode and flowcharts; structure of programs; program development guidelines; programming languages – machine language, assembly languages, high-level languages (procedural and object-oriented languages), fourth generation languages; object code and executable codes; compilers, translators, assemblers; Algorithms – Basic concept; Some typical algorithms – Finding the sum of a series, checking whether a number is prime or not, creating an array of numbers and displaying the largest element in the list, sorting a given set of numbers. (The algorithms may be implemented using either pseudocode or a high-level programming language).	**9**
M5	**Computer Applications:** Essential features of computer systems and structures required for office automation, communications, control systems, data acquisition, interactive multimedia, LAN, WAN, MAN networking	**4**
	Total	**30**

CO-PO Mapping

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**2**	**–**	**–**	**–**	**–**	**–**	**1**
CO2	**2**	**1**	**–**	**–**	**3**	**–**	**–**	**–**	**–**	**1**	**2**
CO3	**1**	**2**	**2**	**1**	**3**	**–**	**–**	**1**	**1**	**2**	**2**
CO4	**2**	**3**	**2**	**1**	**3**	**–**	**–**	**–**	**1**	**2**	**3**
CO5	**2**	**3**	**2**	**2**	**2**	**–**	**–**	**–**	**–**	**1**	**3**

Suggested Readings:

1. N.S Gill: Handbook of Computer Fundamental, Khanna Publishing House.
2. P.K Sinha: Computer Fundamentals, BPB Publication.
3. V. Rajaraman: Fundamentals of Computers, PHI Sixth Edition.

Course: INDIAN CULTURE AND CIVILISATION WITH ITS KNOWLEDGE SYSTEMS AND TRADITIONS	
Course Code: MDE 101A	**Semester: I**
Course Category: Multidisciplinary Elective course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
MDE101A.1	Understanding	To introduce fundamentals of Ancient Indian Educations to understand the pattern and purpose of studying vedas, vedangas, upangas, upveda, purana & Itihasa.
MDE101A.2	Understanding	To help students to trace, identify and develop the ancient knowledge systems.
MDE101A.3	Understanding	To help to understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing.
MDE101A.4	Applying	To build in the learners a deep-rooted pride in Indian knowledge, committed to universal human right, well-being and sustainable development.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to IKS:** Caturdaśa Vidyāsthānam, 64 Kalas, Shilpa Śāstra, Four Vedas, Vedāṅga, Indian Philosophical Systems, Vedic Schools of Philosophy (Sāṃkhya and Yoga, Nyaya and Vaiśeṣika, Pūrva-Mīmāṃsā and Vedānta), Non-Vedic schools of Philosophical Systems (Cārvāka, Buddhist, Jain), Puranas (Maha-puranas, Upa-Puranas and Sthala-Puranas), Itihasa (Ramayana, Mahabharata), Niti Sastras, Subhasitas	**6**
M2	**IKS and Indian Scholars, Indian Literature:** Philosophy and Literature (Maharishi Vyas, Manu, Kanad, Pingala, Parasar, Banabhatta, Nagarjuna and Panini) Mathematics and Astronomy (Aryabhatta, Mahaviracharya, Bodhayan, Bhashkaracharya, Varahamihira and Brahmgupta) Medicine and Yoga (Charak, Susruta, Maharishi Patanjali and Dhanwantri) Sahitya (Vedas, Upvedas, Upavedas (Ayurveda, Dhanurveda, Gandharvaveda) Puran and Upnishad) and shad darshan (Vedanta, Nyaya.Vaisheshik, Sankhya, Mimamsa, Yoga, Adhyatma and Meditation) Shastra (Nyaya, vyakarana, Krishi, Shilp, Vastu, Natya and Sangeet)	**12**
M3	**Indian Science & Technology in IKS:** Indian S & T Heritage, sixty-four art forms and occupational skills (64 Kalas) Metals and Metalworking technology (Copper, Gold, Zinc, Mercury, Lead and Silver), Iron & Steel, Dyes and Painting Technology), Town & Planning Architecture in India, Temple Architecture, Vastu Sastra	**6**

M4	**Humanities & Social Sciences in IKS:** Health, Wellness & Psychology, Ayurveda Sleep and Food, Role of water in wellbeing Yoga way of life Indian approach to Psychology, the Triguṇa System Body-Mind-Intellect-Consciousness Complex. Governance, Public Administration & Management reference to ramayana, Artha Sastra, Kauṭilyan State.	**6**
	Total	**30**

CO-PO Mapping

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	–	–	–	–	3	2	–	1	–	2
CO2	1	1	1	–	1	3	2	1	1	–	2
CO3	1	2	1	1	–	3	3	1	1	1	3
CO4	–	1	1	–	–	3	3	2	2	1	3

Suggested Readings:

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru.
2. Kapur K and Singh A. K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay, 1995.
3. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
4. SK Das, The education system of Ancient hindus, Gyan publication house, India
5. BL Gupta,Value and distribution system in india, Gyan publication house, India
6. Reshmi ramdhoni, Ancient Indian Culture and Civilisation, star publication ,2018
7. Supriya Lakshmi Mishra, Culture and History of Ancient India (With Special Reference of Sudras), 2020.
8. Gambirananda, Swami, Tr. Upanishads with the Commentary of Sankarachrya. Kolkata: Advaita Ashrama publication Department, 2002.
9. Ranganathananda, Swami. The Massage of the Upanishads. Bombay: Bharathya Vidya Bhaven, 1985.
10. Om Prakash, Religion and Society in Ancient India, Bhariya Vidhya Prakashan, 1985
11. J Auboyer, Daily Life in Ancient India from Approximately 200 BC to AD 700, Munshi ram Manoharlal publication, 1994.
12. DK Chakkrabarty, Makkhan Lal, History of Ancient India (Set of 5 Volumes), Aryan book Internation publication, 2014
13. Dr. Girish Nath Jha, Dr. Umesh Kumar Singh and Diwakar Mishra, Science and Technology in Ancient Indian Texts, DK Print World limited,
14. Swami BB Vishnu, Vedic Science and History - Ancient Indian's Contribution to the Modern World, gosai publication, 2015
15. Chatterjee, S.C. The Nyaya Theory of Knowledge. Calcutta: University of Calcutta Press, 1950.
16. Dasgupta, Surendra. A History of Indian Philosophy. Delhi: Motilal Banarsidass, 1991.Vols. III & IV.
17. Mercier, Jean L. From the Upanishads to Aurobindo. Bangalore: Asian Trading Corporation, 2001.
18. M. Hiriyanna. Essentials of Indian Philosophy. London: Diane Publications, 1985.
19. Hume, Robert Ernest, Tr. The Thirteen Principal Upanishads. Virginia: Oxford 277 Model curriculum for UG Degree in BBA University Press, 1931.
20. Radhakrishnan, S. Principal Upanishads. New York: Harper Collins, 1963.
21. Satprakashananda. The Methods of Knowledge according to Advaita Vedanta. Calcutta: Advaita Ashram, 2005.

Course: VISION FOR A HUMAN SOCIETY (VISHVA KALYAN THROUGH VASUDHAIVA

KUTUMBKAM)	
Course Code: MDE 101B	**Semester: I**
Course Category: Multidisciplinary Elective course	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
MDE101B.1	Understanding	To help the learner to understand the concept of "vasudhaiva kutumbkam" and its realization process as an base for the development of vision for a humane society.
MDE101B.2	Understanding	To help to identify the universality in humans and its coexistence in existence
MDE101B.3	Understanding	To introduce the sense of responsibility, duties and participation of individual for establishment of fearless society.
MDE101B.4	Analysing	To help to understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing of one and all, at the level of individual, society, nation and ultimately the whole world.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**The world view & Vision of Human Society:** The concept of non-duality of Prakriti (Jad) and Purush (Chetana), human as coexistence of Jad & Chetan, Pancha-mahabhutas, the root of sorrow and suffering, freedom from sorrow, salvation, eternal peace truth (vyaharika satya), ultimate truth. The acceptance of various systems of philosophy for realization of truth and complementariness in society in ancient Indian system.	**6**
M2	**Aspiration and Purpouse of Individual and Human Society:** Aims of Human life; at individual level and societal level. At societal level; Four purusarthas Dharma, Artha, Kama, Moksha. Individual level; Abhyudaya (progress), Nihsreyasa (perfection) Pravrtti , Nivrtti. Dharma; Dharma sutras (Gautama, apastamba, baudhayana, vasistha). Dharma-Shastra; (manusmriti, naradamrti, visnusmrti, yajnavalkya smriti) sociology, different stages of life like studenthood, householdership, retirement and renunciation, rites and duties, judicial matters, and personal laws (Aachara, Vyavahara, Prayaschitta). Artha; Kautliya Arthashastra, Kamandakiya Nitisara, Brihaspati Sutra, Sukra Niti, Moksha: Human liberation (Ignorance to Knowledge)	**6**
M3	**Program for Ensuring Human Purpose: at Individual and Societal level –I:** Fundamental concept of Nitishastra: Satyanishtha Aur Abhiruchi (Ethics, Integrity & aptitude). The true nature of self; Shiksha Valli, Bhrigu Valli (concept of Atman-Brahman (self, soul). The true constitution of Human: Ananda Valli (Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vijnanamaya Kosha, Anandamaya Kosha). The four states of consciousness (Waking state, Dreaming state, Deep Sleep State, Turiya the fourth state), Consciousness (seven limbs and nineteen mouths), Prajna, Awarness. The	**6**

	Life Force Prana (Praana-Apaana-Vyaana-Udaana- Samaana)	
M4	**Program for Ensuring Human Purpose: at Individual and Societal level – II:** Differentiating Vidya and Avidya, human bondages, Higher and Lower Knowledge (Para Vidhya & Apara Vidhya). Concept of Sattva, Rajas, Tamas and need of balancing the same, Patanjali yog sutra; Yama, Niyama, Asanas, pranayams, pratyahara, dharna, dhyana, Samadhi, Sixteen category of padartha, pramans (pratyaksh, anuman, upaman, shabda). Saadhana chatushtayam (viveka, vairagya, mumukshatavam, shadsampathi (sama, dama, uparama, titiksha, shradha, samadhana), Understanding Nitya karma, Naimittika Karma, Kamya karma, prayaschitta karma, Nishidha Karma. Meditation and Progressive meditation (Narada's education), Ativadin to self-knowledge, Jyan yog, Karma yog, sanyas yog in aspect to harmonious practice in society	**6**
M5	**Practices for Ensuring Human Purpose – III:** Practice in philosophy, architecture, grammar, mathematics, astronomy, metrics, sociology, economy and polity, ethics, geography, logic, military science, weaponry, agriculture, mining, trade and commerce, metallurgy, shipbuilding, medicine, poetics, biology and veterinary science.	**6**
	Total	**30**

CO-PO Mapping

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	–	–	–	–	3	2	1	1	–	2
CO2	1	1	–	–	–	3	3	1	1	–	2
CO3	–	1	1	–	–	3	3	2	2	1	2
CO4	1	2	1	1	–	3	3	1	1	1	3

References:

1. Maharaj swami chidatmanjee, Ancient Indian Society, Anmol publication pt ltd, indi
2. S. C. Manerjee, Society in Ancient India: Evolution Since the Vedic Times Based on Sanskrit, Pali, Pakrit and Other Classical Sources: No. 1 (Reconstructing Indian History and Culture), DK printing, India
3. Rao, N. 1970. The Four Values in Indian Philosophy and Culture. Mysore: University of Mysore.
4. Chakraborti, K. 2001. Religious Process: The Puranas and the Making of Regional Tradition, Delhi, OUP.
5. Kuhn, T. 1970. The Structure of Scientific Revolutions, (2nd ed.). University of Chicago Press, USA.
6. Keith, A. (1925). The religion and philosophy of the Veda and Upanishads. 279 Model curriculum for UG Degree in BBA Delhi: Motilal Banarsidass Publishers.
7. Shendge, M. (1977). The civilized demons. The Harappans in Ṛgveda. New Delhi: Abhinav Publications
8. Kane, P. 1941. History of Dharmashastra. Vol II, Part I. Poona: Bhandarkar Oriental Research Institute.
9. The Religion and Philosophy of the Veda and Upanishads. Delhi: Motilal Banarsidass.
10. Parpola, A. 2007. 'Human Sacrifice in India in Vedic Times and Before', Chapter VIII, in The Strange World of Human Sacrifice, ed., J. Bremmer. Leuven, Belgium: Peeters.
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12. Kapur K and Singh A K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay, 1995.
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14. Keith, A. (1925). The religion and philosophy of the Veda and Upanishads. Delhi: Motilal Banarsidass Publishers.
15. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
16. R C Dutt, A history of civilization in ancient India, vol 1, Taylor & Francis, US
17. R C Dutt, A history of civilization in ancient India, vol 2, Taylor & Francis, US
18. SK Das , The education system of Ancient hindus, Gyan publication house, India
19. BL Gupta,Value and disatribution system in india, Gyan publication house, India
20. Reshmi ramdhoni, Ancient Indian Culture and Civilisation, star publication ,2018
21. Supriya Lakshmi Mishra, Culture and History of Ancient India (With Special Reference Of Sudras), 2020.
22. Om Prakash, Religion and Society in Ancient India , Bhariya Vidhya Prakashan, 1985
23. J Auboyer, Daily Life in Ancient India from Approximately 200 BC to AD 700, Munshi ram Manoharlal publication, 1994.
24. DK Chakkrabarty, Makkhan Lal, History of Ancient India (Set of 5 Volumes), Aryan book Internation publication, 2014
25. Dr. Girish Nath Jha, Dr. Umesh Kumar Singh and Diwakar Mishra, Science and Technology in Ancient Indian Texts, DK Print World limited,
26. Swami BB Vishnu, Vedic Science and History - Ancient Indian's Contribution to the Modern World, gosai publication, 2015
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28. Vidyabhusana, S.C. A History of Indian Logic. Delhi: Motilal Banarsidass Publication, 1971.
29. Dasgupta, Surendra. A History of Indian Philosophy. Delhi: Motilal Banarsidass, 1991.Vols. III & IV.
30. Mercier, Jean L. From the Upanishads to Aurobindo. Bangalore: Asian Trading Corporation, 2001.

Course: GENERAL ENGLISH	
Course Code: AEC 101	**Semester: I**
Course Category: Ability Enhancement Course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
AEC 101.1	Applying	To provide learning environment to practice listening, speaking, reading and writing skills.
AEC 101.2	Analysing	To assist the students to carry on the tasks and activities through guided instructions and materials.
AEC 101.3	Evaluating	To effectively integrate English language learning with employability skills and training.
AEC 101.4	Creating	To provide hands-on experience through case-studies, mini-projects, group and individual presentations

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Vocabulary Building:** The concept of Word Formation, Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives, Synonyms, antonyms, and standard abbreviations.	**6**
M2	**Basic Writing Skills:** Sentence Structures, Use of phrases and clauses in sentences, Importance of proper punctuation, Creating coherence, Organizing principles of paragraphs in documents, Techniques for writing precisely	**8**
M3	**Identifying Common Errors in Writing:** Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies	**7**
M4	**Nature and Style of sensible Writing:** Describing, Defining, Classifying, providing examples or evidence, writing introduction and conclusion, Writing Practices, Comprehension, Précis Writing, Essay Writing	**9**
M5	**Oral Communication (*This Module involves interactive practice sessions in Language Lab)*** Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations	**5**
	TOTAL	**35**

CO-PO Mapping

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	–	–	–	–	–	**1**	**1**	**1**	**3**	**1**	**2**
CO2	–	**1**	–	–	–	**1**	**1**	**2**	**3**	**1**	**2**
CO3	–	**1**	**1**	–	–	**1**	**2**	**2**	**3**	**2**	**2**
CO4	–	**1**	**1**	**1**	–	**1**	**2**	**3**	**3**	**2**	**2**

Text/Reference Books:

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.
2. Effective Communication Skills. Kul Bhushan Kumar, Khanna Book Publishing
3. Practical English Usage. Michael Swan. OUP.
4. Remedial English Grammar. F.T. Wood. Macmillan.
5. On Writing Well. William Zinsser. Harper Resource Book.
6. Study Writing. Liz Hamp-Lyons and Ben Heasly. Cambridge University Press.
7. Communication Skills. Sanjay Kumar and PushpLata. Oxford University Press.
8. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.

Alternative NPTEL/SWAYAM Course:

1 English language for competitive exams Prof. Aysha Iqbal, IIT MADRAS
2 Technical English for engineers Prof. Aysha Iqbal, IIT MADRAS

Course: ENVIRONMENT SCIENCE AND SUSTAINABILITY	
Course Code: VAC 101	**Semester: I**
Course Category: Value Added Course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Course Outcome
VAC 101.1	The learner will be able to demonstrate a working knowledge of environment, ecology and physical sciences for problem solving.
VAC 101.2	The learner will be able to remember, understand and apply the taught concepts and methods involving social and environmental processes for betterment of environmental health and safety.
VAC 101.3	The leaner will be able to apply practices that best fit with the ecological perspectives.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Fundamentals of Environment:** Introduction, Multidisciplinary nature, Scope and importance; the need for environmental education.	**4**
M2	**Ecosystems:** Ecosystems: Definition, Structure: food chains, food webs and function of ecosystem. Ecological Interactions, Biodiversity and Conservation – Levels, India as a mega-biodiversity nation, Threats to biodiversity, Ecosystem and biodiversity services. ***Classroom Activity*** – Poster presentation on ecosystem.	**8**
M3	**Environmental Pollution:** Environmental Pollution - Types: - Air pollution, Water pollution, Land pollution, Noise pollution; pollutants, Effects of pollution, Control and Remedial measures. ***Classroom Activity*** – Classroom trials regarding a local pollution issues.	**10**
M4	**Environmental Protection:** Environmental Protection, Sustainable Development, Different Renewable Energy Sources- Wind Power, Water Power, Bio Fuel/Solid Bio Mass, Environmental Movements- Chipko movement. ***Classroom Activity*** - Role-play on Chipko movement.	**8**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**1**	**1**	**–**	**–**	**–**	**3**	**1**	**–**	**–**	**–**	**2**
CO2	**1**	**2**	**1**	**–**	**–**	**3**	**2**	**1**	**1**	**–**	**2**
CO3	**–**	**1**	**1**	**–**	**–**	**3**	**3**	**1**	**1**	**1**	**3**

Suggested Text Books:

1. M. P. Poonia and S. C. Sharma, Environmental Studies, Khanna Publishing House
2. G. N. Pandey, Environment Management, Vikash Publishing House
3. Cunningham, Environmental Science, TMH
4. Bharucha, E. Textbook of Environmental Studies, Orient Blackswan Private Ltd.
5. Dave, D., & Katewa, S. S. Text Book of Environmental Studies. Cengage Learning India Pvt Ltd.

6. Rajagopalan, R. Environmental studies: from crisis to cure , Oxford University Press.

Web links:
https://www.ourplanet.com
https://www.undp.org/content/undp/en/home/sustainable-developmentgoals.html
www.myfootprint.org
https://www.globalchange.umich.edu/globalchange1/current/lectures/kling/ecosystem/ecosystem.html

2nd SEM

1st Year 2nd Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 201	Organisational Behaviour	3	1	0	4	4
2	Core Course	BBA 202	Financial Accounting	3	1	0	4	4
3	Core Course	BBA 203	Business Regulatory Framework	3	1	0	4	4
4	Multidisciplinary Elective course*	MDE 201A	Critical Thinking	1	1	0	2	2
		MDE 201B	IT Skills	1	1	0	2	2
5	Ability Enhancement Course	AEC 201	Business Communication	1	1	0	2	2
6	Ability Enhancement Course	AEC 202	Society Culture and Human Behavior	2	0	0	2	2
7	Value Added Course	VAC 201	The Constitution, human rights and law	1	1	0	2	2
SESSIONAL								
8	Ability Enhancement Course***	AEC 202	Indian or Foreign Language	1	1	0	2	0
Total of Theory, Practical and Mandatory Activities/Courses				**15**	**7**	**0**	**22**	**20**

***Any one from MDE 101A or MDE 101B**

*****Additional Course - Indian Languages: Sanskrit/Hindi/All Regional languages**
Foreign Languages: Spanish/German/French/Korean/Mandarin

Course: ORGANIZATIONAL BEHAVIOUR	
Course Code: BBA 201	**Semester: II**
Course Category: Core	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA201.1	Remembering	**Remember** individual human behaviour in the workplace as influenced by diversity, ethics, culture, reward systems, organizational design and perceptions
BBA201.2	Understanding	**Understand** the different personalities and attitudes of individual, motivational theories that lead to positive organizational behaviour, emotional intelligence and self-efficacy
BBA201.3	Applying	**Apply** group dynamics and demonstrate skills required for working in formal and informal groups (team building)
BBA201.4	Analysing	**Analyze** individual human behaviour in the workplace as influenced by diversity, ethics, culture, reward systems, organizational design and perceptions
BBA201.5	Evaluating	**Evaluate** the processes used in developing communication and decision making by resolving issues of stress and conflicts

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Organizational Behaviour:** Definition and scope of organizational behavior, Historical development of organizational behavior, Importance of studying organizational behavior, Individual behaviour in organizations.	**12**
M2	**Individual Behaviour:** Personality definition, theories, Perception, attribution, and attitudes, Learning theories, Job satisfaction.	**10**
M3	**Group and Team Dynamics:** Types of groups in organizations, Stages of group development, Conflict management and negotiation skills	**12**
M4	**International Organizational Behaviour:** Definition, nature, characteristics Cross-cultural differences and their impact on behavior, Organizational behaviour trends and future challenges	**8**
M5	**Power and Political Behavior:** Definition, Power Dynamics, Sources, Power tactics, Essence of politics, Types of political activities.	**8**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**3**	**2**	**1**	**-**	**-**	**2**	**3**	**3**	**1**	**-**	**2**
CO2	**3**	**3**	**2**	**-**	**3**	**1**	**2**	**3**	**1**	**2**	**3**
CO3	**2**	**3**	**1**	**2**	**-**	**2**	**3**	**3**	**-**	**-**	**3**
CO4	**2**	**2**	**3**	**1**	**3**	**1**	**3**	**3**	**2**	**2**	**3**
CO5	**2**	**3**	**2**	**1**	**1**	**3**	**2**	**3**	**1**	**2**	**2**

Suggested Text Books:

1. K. Aswathappa: Organizational Behaviour, Text, Cases and Games, Himalaya Publishing House
2. S.S. Khanka: Organizational Behaviour, S Chand & Company
3. Bhat & Kumar, Management: Principles, Processes, and Practices, Oxford University Press.
4. C.B. Gupta: Management: Theory and Practice, Sultan Chand & Sons.
5. R.N. Gupta: Principles of Management, S. Chand & Co.
6. V.S.P. Rao: Organization Behaviour; Excel Book.

Suggested Reference Books:

1. Stephen P. Robbins: Organizational Behaviour, Pearson
2. Fred Luthans: Organizational behavior: A modern behavioral approach to management, McGraw-Hill
3. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
4. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R.: Organisational Behaviour; Tata McGraw Hill.

Reflective Exercises and supplementary readings:

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Translating Swami Vivekananda into Management Practice 5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17
3. Watch the movie "Ruka hua Faisla"/12 Angry Men on group decision making.
4. Understanding Belbin Individual Team Roles https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report Sample.pdf.
5. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.
6. HBR, 2022: How Great Leaders Communicate. https://hbr.org/2022/11/how-great-leaders-communicate
7. Leading strategic and organizational change at Tata Steel: the role of culture https://www.cambridge.org/core/books/abs/leading-strategic-change/leading-strategic-and-organizational-change-at-tata-steel-the-role-of-culture/AEBA5AF709A6E3430942035191852C77

Course: FINANCIAL ACCOUNTING	
Course Code: BBA 202	**Semester: II**
Course Category: Core	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
BBA 202.1	Understanding	Understand the fundamental concepts and principles of accounting and their application in recording business transactions.
BBA 202.2	Applying	Prepare and interpret basic financial statements such as the income statement, balance sheet, Cost Sheet.
BBA 202.3	Analyzing	Apply accounting standards and procedures in the preparation of accounts for different types of organizations.
BBA 202.4	Evaluating	Analyse financial data to access the financial position and financial health of a business organization.
BBA 202.5	Creating	Develop skills in using accounting information for decision-making, financial planning and show financial position of a business organisation

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction to Accounting** Meaning, objectives, Types of accounting information, Users of accounting information and their needs. Basis of accounting – cash basis, accrual basis and hybrid basis. Types of accounting – Financial Accounting, Cost Accounting and Management Accounting. Accounting Concepts and Conventions. Basic Accounting Terms	**8**
M2	**Recording of Transactions and Preparation of Trial Balance** (i) Double Entry System: Introduction, Rule for Debit and Credit – classification of accounts and application of Golden Rule. (ii) Evidence of transactions: invoice, cash memo, pay-in-slip, cheque; Preparation of Voucher (Cash, Credit and Transfer) (iii) Books of Original Entry: Meaning, Format & Recording. (iv) Pass Book; Cash Book: Single Column Cash Book, Double Column Cash Book & Petty Cash Book; BRS (v) Special Purpose Books: Purchase Book, Sales Book, Purchase Return Book, Sales Return Book, Bills Receivable Book, Bills Payable Book and Journal Proper. (vi) Ledger: Meaning, Utility, Format; posting from Journal, Cash Book and Special Purpose Books; Balancing of Ledger Accounts. (vii) Trial Balance: Meaning, Objectives and Preparation. (viii) Bank Reconciliation Statement: Meaning, Need and Preparation.	**15**
M3	**Final Accounts** (i) Financial Statement: Objective and Importance. (ii) Trading and Profit & Loss Account: Preparation of Accounts.	**15**

	(iii) Balance Sheet: Need for Preparation, Grouping and Marshalling of Assets & Liabilities. (iv) Preparation of Financial Statement: Preparation of Trading and Profit & Loss Account and	
M4	**Company Final Accounts:** Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.	**12**
	TOTAL	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	2	1	1	–	1	3	2
CO2	3	3	2	2	3	1	1	1	2	3	2
CO3	3	3	2	3	3	1	2	1	2	3	2
CO4	2	3	3	3	3	2	2	1	2	3	3
CO5	2	3	3	2	3	2	2	2	2	3	3

Suggested Text Book:

1. Amitabha Mukherjee, Mohammed Hanif, Financial Accounting I&II, McGraw Hill Education.
2. M.C. Shukla, T.S. Grewal and S.C. Gupta, Advanced Accounts, Vol.-I. S. Chand & Co.
3. Hanif, Cost Accounting I, McGraw Hill Education.
4. Amitabha Basu, Financial Accounting I and II, Tee Dee Publications.

Suggested Reference Books:

1. Charles T. Horngren and Donna Philbrick, Introduction to Financial Accounting, Pearson.
2. V.K. Goyal, RuchiGoyal, Financial Accounting, PHI Learning.
3. Drury, Management and Cost Accounting, Cengage Learning.
4. Debarshi Bhattacharya, Cost and Management Accounting, Lawpoint

Suggested Cases:

1. Smokey Valley Café
2. Irrigation Equipment's Limited
3. Monarch Trading Company

Course: BUSINESS REGULATORY FRAMEWORK	
Course Code: BBA 203	**Semester: II**
Course Category: Core	**Maximum Marks:100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation:0
Credit: 4	Practical/Seasonal external examination:0

SN	Cognitive Abilities	Course Outcome
BBA203.1	Understanding	**Understand** the legislatives related to a company.
BBA203.2	Applying	**Apply** the legals related to business laws to nurture the ethical practices.
BBA203.3	Analysing	**Analyze** different categories of business laws to realize benefits.
BBA203.4	Evaluating	**Evaluate** the contract and other business laws to find a better deal for the organisations.
BBA203.5	Creation	**Create** a valid contract applying the various legals related to contract

DETAILED SYLLABUS: find nurture

MODULE	NAME OF THE TOPIC	Hours
M1	**The Indian Contract Act, 1872:** Classification of Contract; Elements of a valid Contract; Offer and Acceptance; Consideration; Capacity to Contract; Free Consent; Legality of the Object; Possibility of Performance; Contingent Contract; Quasi Contract; Discharge of Contract. Special Contracts - Indemnity and Guarantee; Bailment and Pledgement; Agency Contract.	**15**
M2	**The Sale of Goods Act, 1930:** Formation of contracts of sale; Goods and their classification; Price; Performance the contract of sale; Conditions & Warranties; Unpaid Seller and his rights; Hire Purchase agreement, Auction	**8**
M3	**The Negotiable Instrument Act, 1881:** Definition of Negotiable Instruments; Features; Types of NI; Promissory Notes, Bill of Exchange and Cheque; Dishonour of a Negotiable Instrument	**5**
M4	**The Consumer Protection Act, 1986:** Concept and Objectives; Consumer Protection Councils; Dispute Redressal Procedures	**6**
M5	**The Companies Act, 2013:** Concept; Types of Companies; Formation of a Company; Concept and Features of AOA and MOA; Prospectus; Meetings	**10**
M6	**Selective Case Studies related to the Indian Contract Act, 1872**	**6**
	TOTAL	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**3**	**2**	**1**	**1**	**1**	**2**	**2**	**–**	**1**	**2**	**2**
CO2	**2**	**3**	**2**	**1**	**1**	**2**	**3**	**1**	**2**	**3**	**2**
CO3	**2**	**3**	**2**	**2**	**1**	**2**	**2**	**1**	**2**	**3**	**2**
CO4	**2**	**3**	**3**	**2**	**2**	**2**	**3**	**1**	**2**	**3**	**3**
CO5	**2**	**3**	**3**	**2**	**2**	**2**	**3**	**1**	**2**	**3**	**3**

Suggested Text Books:

1. Kapoor: Business Law, Sultan Chand & Sons

2. Pathak: Legal Aspect of Business, TMH
3. Das & Ghosh: Business Regulatory Framework: Ocean Publication, Delhi
4. Pillai & Bagavathi: Business Law, S. Chand
5. Tulsian: Business law: TMH

Course: CRITICAL THINKING	
Course Code: MDE 201A	**Semester: II**
Course Category: Multidisciplinary Elective course	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Course Outcome
MDE 201A.1	Equip students with essential skills in logical reasoning and argument analysis.
MDE 201A.2	Promote ethical reasoning and informed decision-making in business contexts.
MDE 201A.3	Foster intellectual discipline and openness to diverse viewpoints.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Critical Thinking** - Nature, definition, and importance of critical thinking - Characteristics and habits of a critical thinker - Barriers to critical thinking - Critical vs. creative thinking	**06**
M2	**Argumentation and Reasoning** - Elements of arguments: premises and conclusions - Deductive and inductive reasoning - Validity, soundness, and strength of arguments - Assumptions and evidence evaluation	**06**
M3	**Logical Fallacies and Cognitive Biases** - Common fallacies: ad hominem, straw man, false dilemma, etc. - Types of cognitive biases: confirmation bias, anchoring, etc. - Effects of fallacies and biases in business decision-making	**06**
M4	**Ethical Reasoning and Application** - Introduction to ethical frameworks - Critical thinking in resolving ethical dilemmas - Case studies from business scenarios - Structuring reasoned arguments in ethical contexts	**06**
M5	**Cognitive Biases & Analyzing complex problems** - What are cognitive biases? - How cognitive biases can lead to poor decision-making - Avoiding common cognitive biases - Breaking down complex problems - Analyzing complex problems using critical thinking techniques -Using creative problem-solving skills to arrive at innovative solutions	**06**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	1	–	–	1	–	1	–	2
CO2	–	2	2	1	–	1	3	1	1	1	2
CO3	–	2	1	–	–	1	2	2	2	–	3

Suggested Text Books:

1) Browne, M. N., & Keeley, S. M. – Asking the Right Questions: A Guide to Critical Thinking
2) Adam M. Grant, 2021 -Think Again: The Power of Knowing What You Don't Know
3) Fisher, A. – Critical Thinking: An Introduction
4) Bassham, G. et al. – Critical Thinking: A Student's Introduction
5) Tom Chatfield, 2017 -Critical Thinking: Your Guide to Effective Argument, Successful Analysis and Independent Study (Kindle Edition)

Course: IT SKILLS	
Course Code: MDE 201B	**Semester: II**
Course Category: Multidisciplinary Elective course	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Course Outcome
MDE201B.1	Students should have a good knowledge on range of IT tools and software applications to support and enhance business operations.
MDE201B.2	Students should have a good knowledge to streamline processes, improve productivity, and optimize resource utilization in business settings.
MDE201B.3	Students should have a good knowledge to utilize data management and analysis skills acquired through IT tools to make informed decisions and drive business performance.
MDE201B.4	Students should have a good knowledge of CRM and technologies such as SEO
MDE201B.5	Students should have a good knowledge of basic of cyber security and IT governance in India.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to IT Tools in Business:** Overview of IT tools and their importance in business, Role of IT tools in enhancing productivity and efficiency, Operating systems and software applications used in business, Introduction to internet and its impact on business, Overview of business information systems and databases, Introduction to ERP and its usages, ERP systems(e.g., SAP, Oracle, Microsoft Dynamics).	**7**
M2	**Communication and Collaboration Tools:** Email communication and management, Instant messaging and online chat tools, Video conferencing and web conferencing tools, Document sharing and version control tools, Virtual team communication and coordination.	**5**
M3	**Data Management and Analysis Tools:** Introduction to spreadsheets and data analysis, Advanced features of spreadsheet software (e.g., formulas, functions, pivot tables), Database management systems and their role in business, Business intelligence and data analytics tools.	**6**
M4	**Marketing, HR Tools:** Customer relationship management (CRM) systems, Marketing automation tools, Email marketing tools, HRIS (Human Resource Information System) concept and tools, Web analytics and search engine optimization (SEO) tools.	**6**
M5	**Cybersecurity and IT Governance:** Importance of cybersecurity in business, Types of cyber threats and attack vectors, Network security and firewalls, Data encryption and secure communication, Risk assessment and management, IT governance frameworks and compliance standards.	**6**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	1	–	–	3	–	–	–	1	2	2
CO2	1	2	1	–	3	1	–	1	1	3	2
CO3	1	3	2	1	3	1	–	1	1	3	3
CO4	–	2	2	–	3	1	–	1	1	3	2
CO5	1	2	1	1	3	2	2	–	1	2	3

Suggested Text Books:

1. R.K.Jain: IT Tools and Business Systems, Khanna Publishing House
2. Debtoru Chatterjee: Cyber Crime and its prevention in easy steps, Khanna Publishing House
3. Jagdish N Sheth, Pravatiyar Atul, G Shainesh: Customer Relationship Management: Emerging Concepts, Tools and Application, McGraw Hill Education

Suggested Reference Books:

1. Upendra Rana: Step by step guide to SEO, Prabhat Prakashan
2. Taprial Varainder: Search Engine Optimisation, Pustak Mahal

Course: BUSINESS COMMUNICATION	
Course Code: AEC 201	**Semester: II**
Course Category: Ability Enhancement Course	**MaximumMarks:100**

Teaching Scheme	**Examination Scheme**
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation:0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
AEC 201.1	Understanding	Explain the fundamentals, process, channels and ethics of business communication in organizational contexts.
AEC 201.2	Applying	Draft professional business documents including letters, emails, reports, office correspondence and employment-related documents.
AEC 201.3	Applying	Demonstrate effective oral, interpersonal, presentation and negotiation skills in professional settings.
AEC 201.4	Analysing	Analyze communication challenges in multicultural and digital business environments and recommend appropriate communication strategies.
AEC 201.5	Creating	Employ digital communication tools, corporate communication practices and professional etiquette to enhance workplace effectiveness and employability.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Business Communication:** Business environment and the role of communication; Communication process and models; Types, channels, and barriers to communication; The 7 Cs of effective communication; Communication ethics and professionalism	**5**
M2	**Organizational Communication:** Internal and external communication; Team communication; Communication in virtual workplaces; Communication in online meetings; Communication in the gig economy	**3**
M3	**Professional Written Communication:** **a) Business Correspondence:** Principles of business writing; Planning and drafting professional messages; Business letters: enquiry, request, complaint, adjustment, follow-up, sales and promotional letters; Positive, persuasive and negative messages **b) Office communication:** Circulars; Notices; Agenda; Memorandum; Office Orders; Minutes of Meetings **c) Digital Business Writing:** Professional email writing and etiquette; Instant messaging etiquette; Social media communication in organizations; Ethical use of digital communication platforms **d) Employment Communication:** Resume/CV preparation; Cover letters: Job application letters; LinkedIn profile basics; Resignation letters	**10**
M4	**Oral, Interpersonal and Cross-Cultural Communication:** a) **Oral Communication** • Principles of effective oral communication • Public speaking	**8**

	• Group discussions • Meetings and presentations • Telephonic and video conference communication • Podcast and webinar communication **b) Presentation Skills** • Verbal and non-verbal communication • Body language • PowerPoint presentation techniques • Basics of infographics **c) Negotiation and Cross-Cultural Communication** • Negotiation with customers, vendors and stakeholders • BATNA and negotiation strategies • Cross-cultural communication • Hofstede's cultural dimensions • Communication in diverse workplaces • Cross-cultural etiquette	
M5	Business Communication in the Digital era: a) **Business Reports and Corporate Communication** • Business reports: purpose and types • Structure and formatting of reports • Industry visit and field-work reports • Business proposals • Executive summaries • Annual report summarization **b) Corporate and Digital Communication** • Corporate communication channels • Corporate communication during organizational change • Crisis communication • Media literacy • Digital citizenship and professional digital etiquette • Organizational websites and personal branding • Digital collaboration tools • Communication through social media and podcasts **c) Career Communication** • Job search strategies in the digital age • Employment interviews • Interview preparation • Professional etiquette before, during and after interviews	**9**
	Total	**35**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	–	**1**	–	–	–	**1**	**2**	**1**	**3**	**1**	**2**
CO2	–	**1**	**1**	–	**1**	–	**1**	**1**	**3**	**2**	**2**
CO3	–	**1**	**1**	–	**1**	**1**	**2**	**3**	**3**	**2**	**2**
CO4	–	**2**	**1**	**1**	**1**	**2**	**2**	**2**	**3**	**2**	**3**
CO5	–	**1**	**1**	–	**2**	**1**	**2**	**2**	**3**	**3**	**3**

Suggested Text Books:

1. AICTE's Prescribed – Communication Skills in English, Khanna Book Publishing.

2. Lesikar, R.V. & M.E. Flatley,"Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L.,Thill, J. V. & Raina, R. L, Business Communication Today, Pearson

Suggested Reference Books:

1. Culture as Communication (2001) by Stever Robbins https://hbsp.harvard.edu/product/C0108A-HCB-ENG
2. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press| BEP336-PDF-ENG | https://hbsp.harvard.edu/product/BEP336

Reflective Exercises and Cases:

1. Review of Bharat Muni's Natya Shastra (Rasa, Sahridayata & Sadharanikaran)
2. Preparing on curriculum vitae/resume and cover letter
3. Reading of annual reports
4. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press| BEP336-PDF-ENG | https://hbsp.harvard.edu/product/BEP336-PDF-ENG
5. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press |BEP334-PDF-ENG| https://hbsp.harvard.edu/product/BEP334-PDF-ENG
6. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG | https://hbsp.harvard.edu/product/416046-PDF-ENG?
7. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity
8. How to Communicate Organizational Change (2020) by Angela Fisher Ricks https://online.hbs.edu/blog/post/how-to-communicate-organizational-change
9. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press |BEP334-PDF-ENG| https://hbsp.harvard.edu/product/BEP334-PDF-ENG
10. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG | https://hbsp.harvard.edu/product/416046-PDF-ENG?
11. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff a. https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity
12. Group Communication and Decision-Making Simulation: Wildfire Mitigation | Matthew Koschmann| FO0001-HTM ENG| https://hbsp.harvard.edu/product/FO0001-HTM-ENG
13. Three Rules for Communicating During a Crisis | Nancy Koehn| 5238AV-AVO ENG | https://hbsp.harvard.edu/product/5238AV-AVO-ENG
https://hbsp.harvard.edu/product/5238AV-AVO-ENGNtt=BUSINESS COMMUNICATION

Course: SOCIETY CULTURE AND HUMAN BEHAVIOUR

Course Code: AEC 202	Semester: IV
Course Category: Ability Enhancement Course	MaximumMarks:100

Teaching Scheme	Examination Scheme
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation:0
Credit: 2	Practical/Seasonal external examination:0

SN	Cognitive Abilities	Course Outcome
AEC 202.1	Understanding	**Understand** the structure and function of major social institutions such as family, education, religion, economy, and government.
AEC 202.2	Applying	**Apply** sociological and anthropological concepts to analyze contemporary social issues and problems.
AEC 202.3	Analysing	**Analyze** the processes of cultural change, including diffusion, assimilation, and acculturation.
AEC 202.4	Evaluating	**Assess** the impact of social policies on different population groups.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Indian Society:** Society and its types, Features of Tribal Society, Agrarian Society, Industrial Society.	**8**
M2	**Indian Culture:** Culture – Features, Characteristics and Diversity. Differences with Western Culture, Human Values, Values in Work Life, Value Crisis in Contemporary Indian Society.	**6**
M3	**Social Stratification:** Caste System, Class System, Communities, Ethnic Groups, Weaker Section andMinorities, Constitutional Provisions for Scheduled Castes, Scheduled Tribes and other Backward Classes.	**8**
M4	**Understanding Human Behaviour:** Nature, Meaning; Approaches for studying Human Behaviour: Behavioural Approach, Cognitive Approach, Psychoanalytic Approach	**8**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	-	-	-	3	3	-	2	-	2
CO2	3	3	2	2	-	3	3	2	2	2	2
CO3	3	3	2	2	-	3	3	2	2	-	2
CO4	3	3	2	2	-	3	3	2	3	2	2

Suggested Text Books:

1. Nancy Lui: Psychology of Human Behavior: 5 Books in 1, IngramSpark
2. S. C. Dube: Indian Society, National Book Trust
3. Ahuja Ram: Society in India: Concepts, Theories and Recent Trends, Rawat Publication
4. J K Chopra: Indian Heritage and Culture, Unique Publisher

Suggested Reference Books:

1. Dr. H. O. Agarwal: Human Rights, Central Law Publications
2. Richard A. Kalish: Psychology of Human Behaviour, Brooks/Cole Publishing Co

3. Rajendra K. Sharma: Indian Society: Institutions and Change, Atlantic Pulishers & Distributors (P) Ltd.

Course Code: VAC 201	Semester: II
Course Category: Value Added Course	MaximumMarks:100

Teaching Scheme	Examination Scheme
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
VAC201.1	Remembering	**Identify** the fundamental concepts and principles of constitutional law.
VAC201.2	Understanding	**Understand** the structure and functions of different branches of government as outlined in constitutions.
VAC201.3	Applying	**Execute** relevant activity in line with the role of international organizations such as the United Nations in promoting and protecting human rights.
VAC201.4	Analysing	**Examine** the legal frameworks and remedies available for the protection of human rights within national jurisdictions.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Constitution**: Meaning & Constitutionalism, Historical perspective -: 1909 Act, 1919 Act & 1935 Act, Salient features & nature of the Constitution	**5**
M2	**Fundamental Rights**: Introduction & its scheme, Right to Equality (Art.14), Right to Fundamental Freedoms (Art.19), Right to Life (Art.21), Directive Principles of State Policy: importance and implementation, Fundamental Duties and its legal status. ***Classroom Activity*** – Poster presentation	**6**
M3	**Conceptual background of human rights and duties**: Concepts of Human Rights, Classifications of Human Rights, Historical and Philosophical Development of Human Rights. ***Classroom Activity -*** The Shipwreck Survival: Students pretend they are stranded on an unmapped island. They must collectively vote on and write a list of 10 unalienable rights they need to survive, then map them to the Classification of Human Rights (Civil, Political, Socio-Economic).	**8**
M4	**International human rights movement**: French revolution, Civil rights movement, Peasants movement, National freedom movement, Dalit movement. ***Classroom Activity*** – 2 minutes powerful speech on iconic figures like Gandhi, Ambedkar etc.	**7**
M5	**International humanitarian law:** Geneva convention 1949, Additional Protocols of 1977, International Red Cross society. ***Classroom Activity*** – Debate and quiz	**4**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	–	–	–	–	3	2	–	1	–	2
CO2	1	1	–	–	–	3	2	1	1	1	2

CO3	**–**	**1**	**1**	**–**	**–**	**3**	**3**	**2**	**2**	**–**	**2**
CO4	**–**	**2**	**1**	**1**	**–**	**3**	**3**	**1**	**2**	**1**	**3**

Suggested Text Books:

1. H O Agarwal: A Concise Book on International Law and Human Rights, Central Law Publication
2. Dr. U Chandra: Human Rights, Allahabad law agency publication
3. D. D. Basu: Introduction to the Constitution of India, Lexis Nexis
4. Subhash C. Kashyap: Indian Constitution, National Book Trust

Suggested Reference Books:

1. Rahul Kandharkar: Human Rights and Constitution of India, Asia Law House
2. Navneet Vibhaw: Indian Constitutional Law, Lexis Nexis Publishers

3rd SEM

2nd Year 3rd Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 301	Cost and Management Accounting	3	1	0	4	4
2	Core Course	BBA 302	Operations Management	3	1	0	4	4
3	Core Course	BBA 303	Business Research Methodology	3	0	0	3	3
4	Multidisciplinary Elective course*	MDE 301A	Sustainable Development Goals (SDGs)	1	1	0	2	2
		MDE 301B	Introduction to Artificial Intelligence	1	1	0	2	2
		MDE 301C	Indian Systems of Health and Wellness	1	1	0	2	2
5	Skill Enhancement Course	SEC 301	Management Information System (MIS)	2	0	0	2	2
6	Value Added Course**	VAC 301A	Yoga	1	0	2	3	2
		VAC 301B	Sports	1	0	2	3	2
		VAC 301C	NCC	1	0	2	3	2
		VAC 301D	NSS	1	0	2	3	2
		VAC 301E	Disaster Management	1	0	2	3	2
PRACTICAL								
7	Core Course	BBA 391	Business Research Methods Lab	0	0	2	2	1
8	Skill Enhancement Course	SEC 391	Management Information System Lab	0	0	4	4	2
Total of Theory, Practical and Mandatory Activities/Courses				**13**	**3**	**8**	**24**	**20**

***Any one from MDE 301A or MDE 301B or MDE 301C**

****Any one from VAC381A or VAC381B or VAC381C or VAC381D or VAC381E**

Course: COST AND MANAGEMENT ACCOUNTING	
Course Code: BBA 301	**Semester: III**
Course Category: Core Course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 301.1	Understanding	**Understand** the relevant theories of cost and management accounting
BBA 301.2	Applying	**Apply** the cost and management accounts techniques to solve real world problems
BBA 301.3	Analyzing	**Examine** the cost factors that can enhance effectiveness
BBA 301.4	Evaluating	**Categorize** the process adopted by organizations for cost control
BBA 301.5	Creating	**Develop** cost sheet, budgets and report about the financial health of the organization

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Cost and management accounting**: Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. **Cost Concepts:** Cost classification; Cost centers; Elements of cost; Preparation of cost sheet and quotation. **Material cost:** Direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis; Issue of materials to production & pricing methods - FIFO, LIFO and Average methods. **Labor cost:** Direct and indirect labour cost; methods of payment of wages including incentive plans - Halsey and Rowan plans, Tailors Piece Rate method. **Overheads:** Features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions.	**15**
M2	**Costing System:** Job costing, Process costing, Batch costing, Process costing; Marginal costing; Breal-even analysis	**15**
M3	**Budget and Budgetary Control:** Meaning of budget and its importance; Types of budget; Budgetary control – Flexible Budget and cash Budget; Zero Base Budgeting	**10**
M4	**Financial Statement Analysis:** Comparative Income Statements and Balance Sheets; Common Size Income Statements and Balance Sheet analysis; Trend Analysis. **Cash flow statement:** Introduction; Concept of Cash - Sources of cash flow; Cash from operation; cash from Financing and cash from investment; Preparation of cash flow statements with adjustments.	**10**

	Management Reporting: Meaning and Definitions of reports; Objectives and Purpose; Reports to top level management; Reports to lower-level management; Sample Reports	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	2	1	–	1	–	1	2
CO2	3	3	2	2	3	1	–	1	1	2	2
CO3	2	3	3	3	2	1	1	1	1	2	2
CO4	2	3	3	2	2	1	1	1	1	2	2
CO5	3	3	3	3	3	1	1	1	1	3	3

Suggested Text Books:

5. Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.
6. Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.
7. Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.
8. Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
9. Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House
10. Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education

Suggested Reference Books:

3. C.T. Horngren, Cost and Management Accounting - A Managerial Emphasis; Pearson Education Asia
4. Drury Colin, Management and Cost Accounting; International Thomson Business Press, London

Course: OPERATIONS MANAGEMENT	
Course Code: BBA 302	**Semester: III**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA302.1	Understanding	**Identify** the elements of operations management and explain the process of Operations and their linkage with process-product matrix in a real-world context.
BBA302.2	Applying	**Apply** the dimension of operations management, inventory management, procurement management, quality control management in solving managerial problems.
BBA302.3	Analysing	**Examine** the procedure adopted for dimensions of operations management.
BBA302.4	Evaluating	**Outline** a typical operational model for a product/service.
BBA302.5	Creating	**Elaborate** upon different operational issues in manufacturing and services organizations where the decision-making element is emphasized.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Operation Management:** Concept, Difference between Manufacturing and Service Operations; Product Process Matrix; Capacity Planning; Production as a Coordination Function; Production Cycle; Production Planning & Control Concept, Classification of Manufacturing System; Responsibilities of Production Manager	**10**
M2	**Time and Motion Study:** Concept, Flow Process Chart, Problems of Time Study	**5**
M3	**Plant Location:** Need for a Good Plant Location; Factors influencing Plant Location – Tangible and Intangible Factors; Different methods of Site Selection (ROI, Factor Rating, Paired Comparison, Centre of Gravity) **Plant Layout:** Need for a Good Plant Layout; Characteristics of a Good Layout, Costs associated with Plant Layout; Process Layout vs. Product Layout	**10**
M4	**Assembly Line Balancing:** Concept and Problems; Cellular Manufacturing Concept	**5**
M5	**Maintenance Management:** Concept, Types of Maintenance, Preventive Maintenance; Total Productive Maintenance (TPM); Concept of MTBF (Mean time between failure), MTTR, MTTF; Problems **Material Handling:** Principes, Tools and Techniques	**5**

M6	**Purchase Management:** Purchasing Procedure; Types of Purchase; Value Analysis; Vendor Selection; Negotiation; Make or Buy decision **Inventory Management:** Concept, Objective and Importance; Inventory Control System; Selective treatment of item; JIT; MRP (I & II), and ERP	**8**
M8	**Inspection and Quality Control:** Types of Inspection; Quality Control: Tools and Technique; Statistical Quality Control; Acceptance Sampling and Control Charts	**7**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	2	2	2	2	1	2	2	2
CO2	3	3	3	2	3	2	2	1	2	3	2
CO3	3	3	3	3	3	2	2	2	2	3	2
CO4	3	3	3	2	3	2	2	2	2	3	2
CO5	3	3	3	3	3	3	2	2	3	3	2

Suggested Text Books:

1. S.N. Chary: Production and Operations Management, TMH
2. R. Panneerselvam: Production and Operations Management, PHI
3. K. Bedi: Production and Operations Management, Oxford University Press
4. E. S. Buffa, and R.K. Sarin: Modern Production/ Operations Management, John Wiley.

Suggested Reference Books:

1. Collier, Evans and Ganguly: Operations Management, Cengage Learning, Pearson
2. William J. Stevenson: Operations Management, TMGH.
3. Lee Krajewski, Larry Ritzman, Manoj Malhotra: Operations Management, Pearson Education
4. Jay Heizer, Barry Render, et al.: Operations Management, Pearson.
5. J.R. Tony Arnold, Stephen Chapman, Ramakrishnan: Introduction to Materials Management, Pearson

Course: BUSINESS RESEARCH METHODOLOGY	
Course Code: BBA 303	**Semester: III**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 3	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA303.1	Remembering	**Retrieve** the research methodology and the technique of defining a research problem.
BBA303.2	Understanding	**Understand** relevant scaling & measurement techniques and should use appropriate sampling techniques.
BBA303.3	Applying	**Apply** relevant research technique to achieve a conclusion of a specified research problem.
BBA303.4	Analysing	**Organize** and conduct research in a more appropriate manner.
BBA303.5	Evaluating	**Evaluate** statistical analysis which includes various research technique.
BBA303.6	Creating	**Create** research report and dissertation.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Meaning, scope and significance of Introduction to research:** Meaning, scope and significance; Types of Research – Pure, Applied, Exploratory, Descriptive, Experimental, Quantitative and Qualitative; Process of Research; Characteristics of good research.	**8**
M2	**Formulating the Research Problem:** Identification of research problem **Literature Review:** Concept, necessity and identification of research gap.	**5**
M3	**Research Design:** Concept, types and importance **Techniques of Data Collection:** Primary (Interview, Observation and Questionnaire) and secondary data collection, techniques, advantages and limitations **Sampling:** Concept, sampling techniques - Types, advantages and limitations.	**15**
M4	**Scaling and measurement techniques:** Concept, Types of scale. Sources of measurement error, and scale construction techniques	**5**
M5	**Data Analysis and Interpretation:** Classification & presentation of Data; frequence table; hypothesis testing using parametric and non-parametric tests	**7**
M6	**Data Ethics & Report Writing:** Concept, business benefits, Principles, ethical use of algorithms, steps to write a research report, reference and referencing style, and plagiarism.	**5**
	Total	**45**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	1	–	–	1	–	1	2
CO2	2	3	2	3	2	–	–	1	–	1	2
CO3	2	3	3	3	3	1	–	1	1	2	2
CO4	2	3	3	3	2	1	1	2	2	3	3
CO5	2	3	2	3	3	–	–	1	1	2	3
CO6	2	2	3	3	3	1	1	2	2	3	3

Suggested Text Books:

1. C.R. Kothari: Research Methodology – Methods and Techniques, New Age International Ltd.
2. Naresh K Malhotra and Satyabhushan Das: Marketing Research-An Applied Orientation, Pearson.
3. P. Mishra: Business Research Methods, Oxford University Press.
4. C. Murthy: Research Methodology, Vrinda Publications.
5. Saunders: Business Research Methods, Pearson.
6. R.K. Verma and Gopal Verma: Research Methodology, Common Wealth Publications. Rao

Suggested Reference Books:

1. D.R. Cooper and P.S. Schindler: Business Research Methods, Tata McGraw –Hill.
2. W.G. Emory: Business Research Methods, Richard D.Irwin.
3. McBurney, Research Methods, Thomson Learning.

Course: SUSTAINABLE DEVELOPMENT GOALS (SDGS)	
Course Code: MDE 301A	**Semester: III**
Course Category: Multidisciplinary Elective course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
MDE301A.1	Understanding	**Understand** the Global and National Sustainability Frameworks
MDE301A.2	Applying	**Apply** SDG concepts for enhancement of business practices to Corporate Supply Chains
MDE301A.3	Analyzing	**Analyze** Business Strategies in light of SDG

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to SDG:** Meaning; Millennium Development Goals (MDGs); Transitions from MDGs to SDGs; Overview of the United Nations Sustainable Development Goals (UN SDGs) framework and Agenda 2030; The Triple Bottom Line (People, Planet, Profit); Resource use, scarcity, and the economics of climate change.	**8**
M2	**Core SDGs in a Business Context:** Eradicating poverty (SDG 1) and Zero Hunger (SDG 2) through inclusive business models; Good health (SDG 3) and Quality Education (SDG 4) in corporate social responsibility (CSR); Gender Equality (SDG 5) and Reduced Inequalities (SDG 10) in workplace diversity; Clean Energy (SDG 7) and Climate Action (SDG 13) for corporate transition.	**8**
M3	**Sustainable Business Operations & Innovation:** Industry, Innovation, and Infrastructure (SDG 9); Sustainable Cities and Communities (SDG 11); Green supply chain management and lifecycle analysis	**7**
M4	**Governance, Reporting, and Partnerships:** Peace, Justice, and Strong Institutions (SDG 16) and corporate governance; Partnerships for the Goals (SDG 17); Measuring, monitoring, and evaluating SDG progress; Sustainability reporting frameworks (ESG metrics, GRI standards) and green financing	**7**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	–	1	–	2	3	2	–	1	2
CO2	2	2	2	1	2	2	3	2	2	1	3
CO3	2	3	2	2	1	3	3	2	2	2	3

Suggested Readings:

22. Hazra, Somnath., Bhukta, Anindya (2020) Sustainable Development Goals An Indian Perspective, Springer International Publishing, Switzerland
23. Ziai, Aram (2016) Development Discourse and Global History from colonialism to the sustainable development goals. Routledge, London & New York
24. OECD (2019), Sustainable Results in Development: Using the SDGs for Shared Results and Impact, OECD Publishing, Paris, https://doi.org/10.1787/368cf8b4-en.
25. Sachs, J., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G., Woelm, F. 2020. The Sustainable Development Goals and COVID-19. Sustainable Development Report 2020. Cambridge: Cambridge University Press.
26. https://www.un.org/sustainabledevelopment/

Course: INTRODUCTION TO ARTIFICIAL INTELLIGENCE	
Course Code: MDE 301B	**Semester: III**
Course Category: Multidisciplinary Elective course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
MDE301B.1	Understanding	**Understand** the concepts and types of artificial intelligence
MDE301B.2	Applying	Make **use** of prompt engineering techniques to interact with generative AI tools.
MDE301B.3	Analysing	**Analyze** recent trends in artificial intelligence and its application

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Artificial Intelligence:** Concept; Artificial Intelligence, How Does AI Work?, Advantages and Disadvantages of Artificial Intelligence, History of Artificial Intelligence, Types of Artificial Intelligence, Weak AI, Strong AI, Reactive Machines, Limited Memory, Theory of Mind, Self-Awareness, Is Artificial Intelligence Same as Augmented Intelligence and Cognitive Computing, Machine Learning and Deep Learning. **Machine Intelligence:** Defining Intelligence, Components of Intelligence, Differences Between Human and Machine Intelligence, Agent and Environment, Search, Uninformed Search Algorithms, Informed Search Algorithms: Pure Heuristic Search, Best-First Search Algorithm (Greedy Search). **Knowledge Representation:** Introduction, Knowledge Representation, Knowledge-Based Agent, Types of Knowledge.	**10**
M2	**Prompt Engineering:** Introduction to Prompt Engineering, The Evolution of Prompt Engineering, Types of Prompts, How Does Prompt Engineering Work?, Comprehending Prompt Engineering's Function in Communication, The Advantages of Prompt Engineering, The Future of LLM Communication. **Prompt Engineering Techniques for ChatGPT:** Introduction to Prompt Engineering Techniques, Instructions Prompt Technique, Zero, One, and Few Shot Prompting, Self-Consistency Prompt. **Prompts for Creative Thinking:** Introduction, Unlocking Imagination and Innovation. **Prompts for Effective Writing**: Introduction, Igniting the Writing Process with Prompts.	**13**
M3	**Trends in AI:** I and Ethical Concerns, AI as a Service (AIaaS), Recent trends in AI, Expert System, Internet of Things, Artificial Intelligence of Things (AIoT). Robotics-an Application of AI, Drones Using AI, No Code AI, Low Code AI.	**7**

	Total	**35**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	–	2	2	1	1	1	–	1	2
CO2	2	2	2	2	3	1	1	2	2	2	2
CO3	2	2	2	2	2	2	1	2	2	2	3

Suggested Readings:

31. Reema Thareja, Artificial Intelligence: Beyond Classical AI, Pearson Education, 2023.
32. Ajantha Devi Vairamani and Anand Nayyar, Prompt Engineering: Empowering Communication, 1st Edition, CRC Press, Taylor & Francis Group, 2024. (DOI: https://doi.org/10.1201/9781032692319).
33. Saptarsi Goswami, Amit Kumar Das and Amlan Chakrabarti, "AI for Everyone – A Beginner's Handbook for Artificial Intelligence", Pearson, 2024.
34. Stuart Russell and Peter Norvig, Artificial Intelligence: A Modern Approach (4th Edition), Pearson Education, 2023.
35. Elaine Rich, Kevin Knight, and Shivashankar B. Nair, Artificial Intelligence, McGraw Hill Education.
36. Tom Taulli, Prompt Engineering for Generative AI: ChatGPT, LLMs, and Beyond, Apress, Springer Nature.
37. Nilakshi Jain, Artificial Intelligence: Making A System Intelligent, First Edition, Wiley.

Course: INDIAN SYSTEMS OF HEALTH AND WELLNESS	
Course Code: MDE 301C	**Semester: III**
Course Category: Multidisciplinary Elective course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
MDE301C.1	Understanding	**Understand** the importance of a healthy lifestyle
MDE301C.2	Applying	**Demonstrate** adequate knowledge on well-being and promotion of healthy behavior.
MDE301C.3	Analysing	**Analyze** the awareness issues related with various lifestyle related diseases

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Health & Wellness:** Definition of Health; Importance of health in everyday life; Components of health – physical, social, mental, spiritual and its relevance; Concept of wellness; Mental health and wellness; Determinants of health behaviour	**8**
M2	**Mind Body and Well-Being:** Mind body connection in health – concept and relation; Implications of mind-body connection; Wellbeing – why it matters?; Digital wellbeing	**8**
M3	**Deficiency & Diseases:** Malnutrition, under nutrition and over nutrition; Body system and common diseases; Sedentary lifestyle and risk of disease; Modern lifestyle and associated health risks	**7**
M4	**Indian system of well-being:** Health beliefs of India; Health systems in India – AYUSH; Perspective of indigenous people towards health; Happiness and well-being in India	**7**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	–	–	–	2	2	2	1	1	1
CO2	2	2	1	–	1	3	2	2	2	2	1
CO3	2	2	1	2	1	3	2	2	2	1	1

References:

1. Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge
2. C. Nyambichu & Jeff Lumiri, , Lifestyle Disease: Lifestyle Disease management

Course: MANAGEMENT INFORMATION SYSTEMS	
Course Code: SEC 301	**Semester: III**
Course Category: Skill Enhancement Courses	**Maximum Marks:100**

Teaching Scheme	Examination Scheme
Lecture: 2	End semester Exam:70
Tutorial: 0	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit: 2	Practical/Seasonal internal continuous evaluation:0
	Practical/Seasonal external examination:0

SN	Cognitive Abilities	Course Outcome
SEC301.1	Remembering	**Identify** the fundamental concepts, principles, and terminology related to MIS
SEC301.2	Understanding	**Understand** the role of MIS in organizations and its importance in decision-making processes.
SEC301.3	Applying	**Develop** skills in project management techniques and tools used in MIS projects.
SEC301.4	Analysing	**Select** and apply data management principles to organize, store, and retrieve business data.
SEC301.5	Evaluating	**Access** the trends and advancements in management information systems, enabling adaptation to changing business environments.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Fundamentals concepts of MIS:** Basics concepts of MIS; Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era	**6**
M2	**Information and Managerial Effectiveness**: Information as a corporate resource, types of information – operational, tactical and strategic; Levels of management and information needs of management; Quality of information; Information systems for finance, marketing, manufacturing, human resource areas.	**6**
M3	**Database Management System**: Concept, components, Relation databases, DDL, DCL, DML, ER Diagram, Data Model, Data dictionary, Introduction to SQL Queries.	**6**
M4	**Information system applications**: Concept, DSS, GDSS, DSS applications in E-enterprise, Knowledge management system and Knowledge-based expert system, Enterprise model system and E-business, E-commerce, E-communication, Business Process Reengineering.	**6**
M5	**Security Issues Relating to Information Systems:** Threats to information systems; Vulnerability, risk and control measures, Firewall, Antivirus, Risk	**6**

	Management.	
	TOTAL	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	–	1	2	–	–	1	–	1	2
CO2	2	2	1	2	2	1	–	2	1	2	3
CO3	2	2	2	2	2	1	–	2	2	2	2
CO4	2	2	2	2	3	–	–	2	1	2	2
CO5	2	2	2	2	2	1	1	2	1	2	3

Suggested Text Books:

1. Laudon, Laudon, Dass: Management Information Systems, Pearson
2. D P Nagpal: Textbook on Management Information System**,** S Chand Publishing
3. L. M. Prasad & Usha Prasad: Management Information Systems, Sultan Chand & Sons
4. Hitesh Gupta: Management Information System, International Book House Pvt. Ltd.

Suggested Reference Books:

1. C. S. V. Murti: Management Information System, Himalaya Publishing House.
2. A.K. Gupta: Management Information System, S Chand.
3. Oka Miland M & Murty: Management Information System.
4. Jaiswal and Mittal: Management Information Systems, Oxford University Press

Course: YOGA	
Course Code: VAC 301A	**Semester: III**
Course Category: Value Added Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 1	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 2	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
VAC 301A.1	Remembering	**Recall** fundamental concepts and terminology related to Yoga
VAC 301A.2	Understanding	**Explain** the principles of Yoga and its values
VAC 301A.3	Applying	**Demonstrate** different yogic practices and their significance. To understand the effects of kriyas, pranayam and asanas on our body.
VAC 301A.4	Analysing	**Analyze** concept of health, healing, and disease by the influence of Yoga

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Yoga:** Concept & principles, aims and objectives, classifications, Role of Yoga in character building, Therapeutic values of Yoga, Role of Yoga practices in developing concentration, willpower and discipline, Difference between Yoga Asana and physical exercises, Importance of Yoga in daily life.	**10**
M2	**Asanas, Kriya & Pranayam:** • **Asanas:** Guidelines, importance and limitations. Standing, Sitting, Supine, Proline and Balancing Asanas. (Any three asanas from each) • **Kriyas:** Definition, Types, brief ideas of each kriya and importance. • **Pranayam:** Definition, guidelines for the practice of pranayama, importance, limitations	**15**
M3	**Yoga and Health:** Need of Yoga for health, concept of health and healing: yogic perspectives, Yogic principles of healthy living and the role of Yoga in stress management and yogic dietary considerations	**5**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	–	–	–	–	1	2	2	–	1	–
CO2	1	1	–	–	–	2	2	3	1	1	–
CO3	2	1	1	–	–	3	2	2	1	2	–
CO4	2	2	1	1	–	3	2	2	1	1	1

Suggested Text book:

1. Nagendra, H.R. & Nagarathna, R. Samagra Yoga Chikitse, Bengaluru: Swami Vivekananda Yoga Prakasana

2. Ajith Kumar: Yoga Pravesha, Bengaluru, Rashtrothanna Prakashana

Course: SPORTS	
Course Code: VAC 301B	**Semester: III**
Course Category: Value Added Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 1	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 2	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
VAC 301B.1	Remembering	**Recall** fundamental concepts of sports & physical education and its importance.
VAC 301B.2	Understanding	**Explain** the role of sports in daily life
VAC 301B.3	Applying	**Demonstrate** different Types of exercises and activities for healthy lifestyles
VAC 301B.4	Analysing	**Analyze** the practices of sports event management

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Sports:** Meaning and definition of Sports, Aims, Objectives and Importance of Sports. Modern trends of Sports, Brief concept of Education in relation to Sports	**8**
M2	**Physical Education & Sports:** General warmup exercises, Specific warmup exercises, Conditioning Relaxation Techniques, Cardiac Exercise, Exercises/Activities for stress management, Assessment of BMI	**10**
M3	**Sports Event Management:** Meaning, Definition and importance of Sports Management, Scope of Sports Event Management, Principles of Sports Event Management, Major and Minor Sports Events, Traditional Games Management	**12**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	–	–	–	–	2	1	2	1	1	–
CO2	1	1	–	–	–	2	2	2	2	1	–
CO3	2	1	1	–	–	3	2	2	2	2	–
CO4	1	2	2	1	–	2	1	2	3	2	2

Suggested Text book:

1. F. Coalter, Sport for Development: What game are we playing? Routledge.
2. Hardayal Singh, Science of Sports Training, DVS Publication, New Delhi
3. J. P. Muller, Health, Exercise and Fitness, Delhi: Sports
4. Sports Marketing: A Practical Approach, DeGarris, L., Routledge Publishers, USA

Course: NCC	
Course Code: VAC 301C	**Semester: III**
Course Category: Value Added Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 1	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 2	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
VAC 301C.1	Remembering	**Define** the key objectives of NCC
VAC 301C.2	Understanding	**Explain** the importance and impact of NCC
VAC 301C.3	Applying	**Apply** safety measures, emphasizing accident prevention through strict adherence to safety protocols.
VAC 301C.4	Analysing	**Analyze** decisions and effectively utilize terrain features to gain tactical advantage during operations.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**NCC:** Overview of NCC, its history, aims, objectives, and organizational structure, Incentives and duties associated with NCC cadetship; Maneuvers: Foot drill, Word of Command, Attention, and stand at ease, and Advanced maneuvers like turning and sizing; Parade formations: Parade line, open line, and closed line; Saluting protocols, parade conclusion, and dismissal procedures. Marching styles: style march, double time march, and slow march	**8**
M2	**Training:** Weapon Training, Handling firearms, Introduction and characteristics of the .22 rifle; Handling Firearm techniques, emphasizing safety protocols and Best practices.	**8**
M3	**Map Reading (MR):** Topographical forms and technical terms, including relief, contours, and gradients, crucial for understanding terrain features; Cardinal points , magnetic variation and grid convergence	**8**
M4	**Field Craft & Battle Craft (FC & BC):** Fundamental principles and techniques essential for effective field and battle craft operations; Methods of judging distance, including estimation, pacing, and visual cues	**6**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	–	–	–	–	2	–	1	1	1	–
CO2	1	1	–	–	–	2	1	1	1	1	–
CO3	1	2	1	–	1	2	1	2	2	1	–
CO4	1	2	1	1	1	1	–	2	2	1	1

Suggested Readings:

1. DGNCC Cadet's Hand Book - Common Subjects -All Wings

2. Tiwari, R. NCC: Grooming Feeling of National Integration, Leadership and Discipline among Youth. Edwin Incorporation.
3. Chhetri, R.S. Grooming Tomorrows Leaders, The National Cadet Corps.
4. Directorate General National Cadet Corps . National Cadet Corps, Youth in Action.
5. Vanshpal, Ravi, The NCC Days, Notion Press.

Course: NSS	
Course Code: VAC 301D	**Semester: III**
Course Category: Value Added Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 1	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 2	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
VAC 301D.1	Remembering	**Define** the key objectives of NSS such as personality development through community service and fostering national integration.
VAC 301D.2	Understanding	**Explain** the importance and impact of community service and social responsibility.
VAC 301D.3	Applying	**Organize** a community health camp and actively engage in its execution.
VAC 301D.4	Analysing	**Conduct** a needs assessment in a local community to identify areas where NSS can contribute effectively.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction & Basics Concept of NSS** History and Philosophy Aims, Objectives of NSS. Emblem Sign, NSS Badge, Clap, Flag NSS Song: Lakshya Geet, Sadbhavna Geet, Rastriya Yuba Geet Organizational Structure, Role and Responsibilities	**8**
M2	**NSS Programme & Activities** Concept of Regular activities Visit and survey -orphanage, old age home & child care Methodology of conduct survey Basics of adaptation of village/slums Calendar of NSS activities & maintenance of NSS work dairy Understanding Youth: Definition, Profile of youth, Challenges & opportunities of youth	**12**
M3	**Community Mobilization:** Dynamics of community mobilization within the framework of the National Service Scheme (NSS); Functioning of community stakeholders; The conceptual lens of community development	**5**
M4	**Volunteerism and Shramdan in the Indian Context: Roles and Motivations within the NSS Framework:** Ethos of volunteerism and shramdan (voluntary labor) within the cultural context of India and the framework of the National Service Scheme (NSS); Motivations and constraints shaping volunteer engagement; Role of NSS volunteers in initiatives such as the Swatch Bharat Abhiyan and Digital India	**5**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	–	–	–	–	2	1	2	1	1	–
CO2	1	1	–	–	–	3	2	2	2	1	–
CO3	1	2	2	1	1	3	2	2	3	2	1
CO4	1	2	2	2	1	3	2	2	2	2	1

Suggested Text Books:

1. Nirmalya Kumar Sinha, Dr. Surajit Majumder: Text book of National Service Scheme, Vidya Kutir Publications.
2. Dr. Sunita Agarwalla: NSS and Youth Development, Paperback
3. Gyanendra Kumar: NSS at a Glance, Prabhat Prakashan
4. Ministry of Youth Affairs and Sports, Government of India. (2022). National Service Scheme (NSS) Manual.

Suggested Reference Books:

1. S. Joseph, R. Rajendran: NSS (National Service Scheme) Guide, McGraw Hill Education
2. V.K. Arora: NSS: An Introduction, Publisher: Notion Press

Course: DISASTER MANAGEMENT	
Course Code: VAC 301E	**Semester: III**
Course Category: Value Added Courses	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 1	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 2	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
VAC 301E.1	Remembering	**Recall** the key concept and terminologies of disaster management
VAC 301E.2	Understanding	**Identify** and describe key institutional frameworks and processes in disaster management
VAC 301E.3	Applying	**Articulate** the critical role of disaster management in reducing risks and enhancing resilience
VAC 301E.4	Analysing	**Conduct** risk assessments and develop disaster management plans for specific scenarios

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Concepts and Terminologies:** Understanding key concepts of Hazards, disasters; Disaster types and causes (Geophysical, Hydrological, Meteorological, Biological and Atmospheric; Human-made); Global trends in disasters - Impacts (Physical, Social, Economic, Political, Environmental and Psychosocial); Defining Vulnerability (Physical Vulnerability; Economic Vulnerability; Social Vulnerability)	**8**
M2	**Key concepts of Disaster Management Cycle:** Components of disaster management cycle (Phases: Response and recovery, Risk assessment, Mitigation and prevention, Preparedness planning, Prediction and warning); Disaster risk reduction (DRR), Community based disaster risk reduction	**8**
M3	**Initiatives at national and international level:** Disaster Risk Management in India and at international level: Related policies, plans, programmes and legislation; International strategy for disaster reduction and other initiatives	**8**
M4	**Emergency Management:** Explosion and accidents (Industrial, Nuclear, Transport and Mining) - Spill (Oil and Hazardous material); Threats (Bomb and terrorist attacks) - Stampede and conflicts. Training and Demonstration Workshops (at least two workshops) be organized in association with the NIDM/NDRF/NCDC/Param Military/Fire Brigade/CISF/local administration etc.	**6**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	–	–	–	–	1	1	1	–	–	–
CO2	1	1	–	1	–	2	2	2	1	1	–

CO3	1	2	2	1	1	3	3	2	2	2	1
CO4	1	3	2	2	1	3	2	3	2	2	1

Suggested Readings:

1. Sharma, S.C. , Disaster Management, Khanna Book Publishing.
2. Clements, B. W.,: Disasters and Public Health: Planning and Response, Elsevier Inc.
3. Dunkan, K., and Brebbia, C. A., (Eds.) : Disaster Management and Human Health Risk: Reducing Risk, Improving Outcomes, WIT Press, UK.
4. Singh, R. B. (ed.), Natural Hazards and Disaster Management: Vulnerability and Mitigation, Rawat Publications, New Delhi.
5. Ramkumar, Mu, Geological Hazards: Causes, Consequences and Methods of Containment, New India Publishing Agency, New Delhi.
6. Modh, S. Managing Natural Disaster: Hydrological, Marine and Geological Disasters, Macmillan, Delhi.
7. Carter, N. Disaster Management: A Disaster Management Handbook. Asian Development Bank, Manila. DGNCC Cadet's Hand Book - Common Subjects -All Wings
8. Govt. of India Vulnerability Atlas of India. BMTPC, New Delhi.
9. Govt. of India Disaster Management in India. Ministry of Home Affairs, New Delhi.
10. Matthews , J.A., Natural Hazards and Environmental Change, Bill McGuire, Ian Mason.

Course: BUSINESS RESEARCH METHODS - LAB	
Course Code: BBA 391	**Semester: III**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 0	End-semester Exam: 0
Tutorial: 0	Continuous Assessment: 0
Practical: 2	Practical/Seasonal internal continuous evaluation: 40
Credit: 1	Practical/Seasonal external examination: 60

SN	Cognitive Abilities	Course Outcome
BBA391.1	Remembering	**Retrieve** the research methodology and the technique of defining a research problem.
BBA391.2	Understanding	**Understand** about various research tools and statistical techniques.
BBA391.3	Applying	**Apply** tools like SPSS, Advance Excel and R for data analysis.
BBA391.4	Analysing	**Analyze** quantitative data through execution of various statistical tests and data and Interpret results.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction:** Classification & presentation of Data, Frequency distribution, Sampling distributions, Central tendency, variance.	**5**
M2	**Data types and Control structures:** Operators (unary, arithmetic, etc.) - Data types, variables, expressions, and statements - Assignment statements - Strings and string operations - Control Structures: loops and decision.	**5**
M3	**Hypothesis Testing using Python/R/SPSS:** Large sample tests, Small sample tests, F distribution, Test for Normality, Test for correlation co- efficient, ANOVA, Parametric and Non-Parametric Tests. Referencing through Mendeley	**20**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	2	1	1	–	1	1	1	–	1	–
CO2	2	2	1	1	2	1	–	1	–	1	1
CO3	2	3	2	2	3	1	–	1	1	2	2
CO4	2	3	2	3	2	1	1	1	1	2	1

Suggested Text Books:

1. Dr Sharma Pooja: Programming in Python, BPB.
2. Gaur, A. S. and Gaur, S. S., Statistical methods for practice and Research, Sage Publications.
3. Biswas & Giri, Research Methodology for Social Sciences, Sage.

Suggested Reference Books:

1. Wilkinson T.S., and Bhandarkar, P.L. Methodology and Techniques of Social Research, Himalaya Publishing House.
2. Siegal Sidney, Non Parametric statistics for the Behavioural Sciences, McGraw Hill.

Course: MANAGEMENT INFORMATION SYSTEM - LAB	
Course Code: SEC 391	**Semester: III**
Course Category: Skill Enhancement Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 0	End-semester Exam: 0
Tutorial: 0	Continuous Assessment: 0
Practical: 4	Practical/Seasonal internal continuous evaluation: 40
Credit: 2	Practical/Seasonal external examination: 60

SN	Cognitive Abilities	Course Outcome
SEC391.1	Applying	**Apply** different models of Database Management and SQL to solve related queries of users.
SEC391.2	Analysing	**Illustrate** the Database languages, models and SQL queries which can give the most effective results to the users.
SEC391.3	Evaluating	**Measuring** the **d**eterminants of different parts of the used Database System for the organization.
SEC391.4	Creating	**Formulation** of Database Management and SQL structure justifiable for real world problems.

DETAILED SYLLABUS:

SN	PRACTICAL	Hours
1.	Implement SQL Queries to perform various DDL Commands (create minimum 5 tables)	**30**
2.	a) Implement SQL queries to perform Various DML Commands. (insert minimum 10 rows using different insert methods, edit, remove data using update and delete commands. b) Retrieve data using SELECT commands and various SQL operators.	
3.	Implement SQL queries using Group by, Having and order by clause.	
4.	Implement SQL queries to Copying table data into another table, Inserting data into a table from Another table, deleting records from a table, updating contents of a table,rename,drop and truncate table, altering table schema.	
5.	Implement SQL queries using different operators like arithmetic, relational, logical, Range searching operators.	
6.	Implement SQL queries using Aggregate functions (Group functions) like MAX, MIN, SUM, AVG, COUNT(*), COUNT, etc.	
7.	Implement SQL queries using date functions like add-months, months between, round, nextday etc.	
8.	Implement SQL queries using Set operators like Union, Union all, Intersect, Minus etc.	
9.	Retrieve data from multiple tables using Sub queries (Write minimum 3 level sub	

	queries). Perform Queries to Create, Update and Drop view.	
10.	Implementation of various control structures like IF-THEN, IF-THEN-ELSE, IF-THEN-ELSIF, CASE, WHILE, using PL/SQL	
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	2	2	1	2	–	–	1	–	1	1
CO2	1	2	2	1	2	–	–	1	–	1	1
CO3	1	2	1	2	2	–	1	1	–	1	1
CO4	1	3	2	2	3	–	–	1	1	1	1

Suggested Text Books:

1. Ramakrishnan, R. and J. Gehrke: Database Management Systems, McGrawHill, Company, Higher Education
2. Abraham Silberschatz, Henry F. Korth, S. Sudarshan: Database System Concepts, McGraw-Hill.
3. J. D. Ullman: Principles of Database and Knowledge – Base Systems, Computer Science Press.
4. R.P. Mahapatra: Database Management Systems, Khanna Publishing House, New Delhi (AICTE Recommended Textbook – 2018)

Suggested Reference Books:

1. R. Elmasri and S. Navathe: Fundamentals of Database Systems, Pearson Education
2. Serge Abiteboul, Richard Hull, Victor Vianu, Addison-Wesley Foundations of Databases

4th SEM

2nd Year 4th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 401	Marketing Management	3	1	0	4	4
2	Core Course	BBA 402	Human Resource Management	3	1	0	4	4
3	Core Course	BBA 403	Financial Management	3	1	0	4	4
4	Core Course	BBA 404	International Business	2	0	0	2	2
5	Core Course	BBA 405	Entrepreneurship and Startup Ecosystem	1	1	0	2	2
6	Skill Enhancement Course*	SEC 481A	Understanding basics of Cyber Security	1	1	0	2	2
		SEC 481B	Design Thinking	1	1	0	2	2
7	Value Added Course**	VAC 401A	Business environment and public policy	2	0	0	2	2
		VAC 401B	Enterprise System and platforms	0	1	2	2	2
		VAC 401C	Geo Politics and impact on business	2	0	0	2	2
Total of Theory, Practical and Mandatory Activities/Courses				**15**	**6**	**2**	**23**	**20**

***Any one from SEC481A or SEC 481B**

****Any one from VAC401A or VAC401B or VAC401C**

Course: MARKETING MANAGEMENT	
Course Code: BBA 401	**Semester: IV**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
BBA 401.1	Understanding	**Understand** fundamental marketing concepts, theories and principles; the role of marketing in the organization context.
BBA 401.2	Applying	**Implement** the recent marketing trends in business with new products and pricing that are consistent with evolving marketing needs.
BBA 401.3	Analyzing	Critically **analyze** an organization's marketing strategies.
BBA 401.4	Evaluating	**Evaluate** marketing implementation strategies and formulate and assess strategic, operational and tactical marketing decisions.
BBA 401.5	Creating	**Build** brand image with brand decision and extension.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction to Marketing:** Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Selling vs Marketing, Marketing Mix, Marketing Environment (macro & micro environment); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C)	**10**
M2	**Segmentation, Targeting and Positioning:** Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer	**10**
M3	**Product decisions:** Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development.	**8**
M4	**Pricing decisions:** Meaning & Importance, Objectives & Methods of Pricing, Factors affecting Pricing of a Product	**5**

M5	**Distribution Channel:** Meaning, types of Distribution Channel, Types and roles of Intermediaries - Wholesalers and Retailers; Introduction to Retail Management.	**5**
M6	**Promotion decsions:** Elements of Promotion Mix, Promotional Tools Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling.	**5**
M7	**Marketing of Services:** Unique characteristics of services, marketing strategies for service firms – 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).	**7**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	2	3	2	2	2	2	2
CO2	3	3	3	2	3	2	2	2	3	3	2
CO3	3	3	2	2	2	2	2	2	2	3	2
CO4	3	3	3	3	3	2	2	2	3	3	2
CO5	3	3	3	3	3	2	3	2	3	3	2

Suggested Text & Reference Books: -

1. Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd.
2. Aaker, D. A. and Moorman Christine., Strategic Market Management: Global Perspectives. John Wiley & Sons.
3. Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth | Marketing Management. Pearson Higher Education
4. Kotler, P., Armstrong, G., and Agnihotri, P. Y. Principles of Marketing (17th edition). Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. Marketing Management: Indian Context Global Perspective (6th edition). Sage Publications India Pvt. Ltd.
6. Sheth, J. N., & Sisodia, R. S. (Eds). Does Marketing Need Reform?: Fresh Perspectives on the Future. Routledge.
7. Percy, L. Strategic Integrated Marketing Communications. Routledge.
8. Chaffey, D., & Ellis-Chadwick, F. Digital Marketing (7th edition). Pearson Higher Education
9. Biswas A. K. Strategic Market Management: Managing Markets for profit and growth Notion Press.
10. Schmitt, B. Experiential marketing. Bilbao: Deusto.
11. Kumar, N. Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation. Harvard Business Review Press.
12. Treacy, M., and Wiersema, F. The discipline of market leaders: Choose your customers, narrow your focus, and dominate your market. Basic Books.
13. Treacy, M. Double-digit Growth: How Great Companies Achieve It--No Matter what? Penguin.
14. Capon, N. The marketing mavens. Crown Business.
15. Levitt T. Marketing Myopia.
16. Hamel & Prahalad Competing for the Future
17. Peter Doyle: Value-Based Marketing

18. Forsyth, Gupta, Haldar: A Segmentation You Can Act on.
19. Daniel Yankelovich and David Meer (HBS) : Rediscovering Market Segmentation
20. C. K. Prahalad: The Fortune at the Bottom of the Pyramid
21. 21. Al Ries & Jack Trout: Positioning: The battle for your min

Course: HUMAN RESOURCE MANAGEMENT	
Course Code: BBA 402	**Semester: IV**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA402.1	Understanding	**Understand** different features of human resource management; scope and objectives of HRM and HRM practices in India
BBA402.2	Applying	**Apply** the HRM tools in real world business situations.
BBA402.3	Analysing	**Illustrate** the methods and techniques of HRM
BBA402.4	Evaluating	**Expose** different functional areas of Human Resource Management to enhance the effectiveness of HRM solution for real world HR Problems.
BBA 402.5	Creating	**Formulate** relevant and effective HR Policies.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Human Resource Management-Overview:** Introduction of the paper, Definition of Human Resource, Definition & Concept of Personnel Management, Comparison between Personnel Management & HR. Nature, Aim and Objectives, Scope & Coverage & Nature of HRM, Importance of Human Resource Management. Historical Perspective & Evolution of Human Resource Management in India. Development of HR Functions, Structure & Function of HR Manager, Role of Line Managers in Managing Human Resources. Difference Between Line Function and Staff Function. Changing Function of Human Resource Management with Examples.	**8**
M2	**Human Resource Planning (HRP):** Meaning, Objectives, Importance of Human Resource Planning, Need for HR Planning, Assessment of Available HR in the Organization, Work Load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.	**8**
M3	**Job Analysis:** Concept, Uses, Job Description, Job Specification, Methods of collecting Job Analysis Data, Job Evaluation.	**5**
M4	**Talent Acquisition and Training:** Recruitment: Definition, Sources of Selection, Process of Selection, Difference Between Recruitment and Selection, Training: Definition, Difference between Training, Development	**8**

	and Education, Different Methods of Training. Competency Management; Career Management Talent Management, Managing the GIG employees and Virtual employees and team	
M5	**Introduction to Performance appraisal:** Purpose, Methods, Appraisal instruments, 360-degree Appraisal, HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview.	**5**
M6	**Engagement, compensation management, Industrial Relations, Compliance, Employment relations:** Changing nature of Employee Engagement; Performance Management; Compensation and Benefits; Compensation for Special Groups, Industrial Relations; Workplace Laws and Regulations; Employment Relations	**8**
M7	**Emerging Areas in HR:** a) International Human Resource Management**:** Concept, Need, Objectives and Features. b) Modern Human Resource Management Practice. Modern HR Trends, Managing Human Capital, Talent Management. c) Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector Green HRM and challenges. d) Case Lets and Class Activities (Applying HRM Techniques).	**8**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	2	1	1	1	2	1
CO2	2	3	2	2	2	2	1	1	2	2	2
CO3	2	3	2	3	2	2	1	1	2	2	2
CO4	2	3	3	3	2	2	1	2	3	2	3
CO5	2	2	3	2	2	3	1	2	3	3	3

Suggested Text Books:

1. K. Aswathappa, Human Resource and Personnel Management: Text & Cases, Tata McGraw Hill
2. P. Biswajeet, Human Resource Management, Prentice Hall India
3. V.S.P. Rao: Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, Himalaya Publishing House, New Delhi.
4. P. Subba Rao: Personnel and Human Resource Management (Text & Cases), Himalaya Publishing House, New Delhi
5. C.B. Gupta: Human Resource Management, Sultan Chand & Sons, New Delhi.

Suggested Reference Books:

1. Alan H. Anderson: Effective Personnel Management, Blackwell Publishers.
2. David A. DeCenzo and Robbins, Stephen P.: Personnel / Human Resource Management, PHI, New Delhi.
3. Gary Dessler: Human Resource Management, Pearson Education
4. Brian Towers: The Handbook of Human Resource Management, Blackwell Publishers

Course: FINANCIAL MANAGEMENT	
Course Code: BBA 403	**Semester: IV**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA403.1	Understanding	**Explain** the key concept of finance functions
BBA403.2	Applying	**Use** of different finance functions for the growth of the company
BBA403.3	Analysing	**Illustrate** the financial strategies of corporates
BBA403.4	Evaluating	**Evaluate** financial health and financial management strategies of organization.
BBA403.5	Creating	**Develop** the financial plan for the organization through financial strategies and analysis.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction:** Concept, Nature, Scope, Function and Objectives of Financial Management, Profit Maximization and Wealth Maximization. Functions of a finance manager, Agency Cost, Definition of ethics and the importance of ethics in finance. Sources of Finance	**9**
M2	**Time Value of Money:** Concept of Time Value of Money, Present Value (Discounting), Future Value (Compounding), Present Value and Future value of annuity.	**5**
M3	**Investment Decision:** Concept of Capital Budgeting, Importance of Cash Flow in a project, calculation of Cash Flow. Evaluation of investment project using different capital budgeting technique- NPV, IRR, MIRR, Profitability Index, Pay Back Period, Accounting Rate of Return.	**10**
M4	**Financing Decision:** **Cost of Capital:** Concept of Cost of Capital, Calculation of Cost of different source of capital- Debt, Equity, Share and Preference Share. Calculation of WACC. **Capital Structure:** Concept of Capital Structure, Optimal Capital Structure of Business. EBIT-EPS Break-Even, indifference analysis, EBIT-EPS curve. Over Capitalization and Under Capitalization.	**10**

	Leverage Analysis: Concept of Leverage in Finance. Debt v/s Financing. Types of Leverage. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Degree of Combined Leverage.	
M5	**Management of Working Capital:** Concept, Components, Determinants and Need of Working Capital. Computation of Working Capital for a company.	**6**
M6	**Dividend Decision:** Concept, Theories and Law **Financial Statement Analysis: -** Concept of Financial Statement. Users of Financial Analysis. Nature of Ratio Analysis, Objective, Advantage, Disadvantages of Ratio Analysis. Type of Ratios- Liquidity Ratio, Leverage Ratio, Activity Ratio, Profitability Ratio.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	2	1	1	2	2	1
CO2	3	3	2	2	1	2	1	1	3	2	3
CO3	3	3	3	2	2	2	1	1	3	2	3
CO4	3	2	2	2	2	2	1	1	3	2	3
CO5	3	3	2	2	1	3	1	1	3	3	2

Suggested Text Books:

1. Khan, M. Y., & Jain, P. K.: Financial Management: Text, Problems and Cases. McGraw-Hill Education.
2. IM Pandey: Financial Management- By Pearson
3. Chandra, P: Financial management. Tata McGraw-Hill Education.
4. Bhalla, V. K: Financial management. S. Chand Publishing.
5. Banerjee, B: Fundamentals of financial management. PHI Learning Pvt. Ltd.

Suggested Reference Books:

1. Brigham, E. F., & Ehrhardt, M. C.: Financial management: Theory & practice. Cengage Learning.

Course: INTERNATIONAL BUSINESS	
Course Code: BBA 404	**Semester: IV**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA404.1	Understanding	**Interpret** the fundamental theories of international business and trade.
BBA404.2	Applying	**Develop** an understanding of the concept of Foreign Direct Investment and its impact on various world economy
BBA404.3	Analysing	**Analyse** the significance of economic Integration in International Business
BBA404.4	Evaluating	**Appraise** and develop a comprehensive understanding of global emerging trends and stakeholder engagement

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to International Business:** Introduction to International Business Stages of Internationalization – EPRG Framework - International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses	**8**
M2	**Introduction of Foreign Direct Investment:** Introduction Foreign Direct Investment in the World Economy, Trends in FDI Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model.	**8**
M3	**Economic Integration:** Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.	**7**
M4	**Emerging Trends in International Business:** International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social	**7**

	justice issues Implications of Brexit on international business laws, the rise of digital platforms, and e commerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.	
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	1	2	1	1	3	2	2
CO2	3	3	3	2	2	2	2	3	3	2	2
CO3	3	3	3	2	2	2	2	2	3	2	2
CO4	3	3	3	3	2	3	3	3	3	3	3

Suggested Text Books:

1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill.
2. International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education
3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.
4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.
5. Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education.

Research articles:

1. Cuervo-Cazurra, A. (2006). Who cares about corruption? Journal of international business studies, 37, 807-822.
2. Hofstede, G. (2006). What did GLOBE really measure? Researchers' minds versus respondents' minds. Journal of international business studies, 37, 882-896.
3. Sharma, P., Leung, T. Y., Kingshott, R. P., Davcik, N. S., & Cardinali, S. (2020). Managing uncertainty during a global pandemic: An international business perspective. Journal of business research, 116, 188-192.
4. Bahoo, S., Alon, I., & Paltrinieri, A. (2020). Corruption in international business: A review and research agenda. International Business Review, 29(4), 101660.
5. Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for "agile" multinationals. Journal of International Management, 27(1), 100737.
6. Krueger, A. O. (1990), "Trends in Trade Policies of Developing Countries" in C. S. Pearson and James Riedel (eds.), The Direction of Trade Policy (Cambridge, MA.: Basil Blackwell).

Case Study:

1. The Battle in Seattle and the Anti-Globalization Movement Pg 82 International Business, Managing Globalization, John S. Hill
2. Making the Apple iPhone International Business, Eleventh Edition (McGraw Hill 2019), by Charles W.L. Hill, G. tomas M. Hult, Rohit Mehtani
3. Case Study: Pharmeasy Expansion Dilemma amidst Regulatory Uncertainties Ivey Publishing 2020.
4. Case Study: Unilever's Lifebuoy in India: Implementing the sustainable plan Harvard Business School Case study 2017

Course: ENTREPRENEURSHIP AND STARTUP ECOSYSTEM	
Course Code: BBA 405	**Semester: IV**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA405.1	Understanding	**Explain** the key concept of Entrepreneurship and basic building blocks of creating a venture
BBA405.2	Applying	**Apply** entrepreneurial knowledge at different business opportunity and translate it into a viable business model
BBA405.3	Analysing	**Analyze** the startup ecosystem and potential of business idea
BBA405.4	Evaluating	**Evaluate** the business opportunities.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Entrepreneurship & Family Business:** Definition and Concept of entrepreneurship; Entrepreneur Characteristics; Classification of Entrepreneurs; Role of Entrepreneurship in Economic Development –Start-ups; Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.	**8**
M2	**Evaluating Business opportunity:** Sources of business ideas and opportunity recognition; Guesstimating the market potential of a business idea; Feasibility analysis of the idea; Industry, competition and environment analysis	**8**
M3	**Building Blocks of starting ventures:** Low-cost marketing using digital technologies; Team building from scratch; Venture Funding; Establishing the value-chain and managing operations; Legal aspects like IPR and compliances	**7**
M4	**Start-up Ecosystem:** Know the components of the start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, Angel Investors etc.; Know various govt. schemes like Start-up India, Digital India, MSME etc. Sources of Venture Funding available in India; Source of Technology, Intellectual Property management	**7**
	Total	**50**

CO-PO Mapping

CO-	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11

PO											
CO1	3	2	2	2	1	2	2	3	2	2	2
CO2	3	3	3	2	3	2	2	3	3	2	3
CO3	3	3	3	3	2	2	3	3	3	2	3
CO4	3	3	3	3	2	2	3	3	3	3	3

Suggested Text & Reference Books:

1. Startup India Leaning Program by Start Up India available at www.startupindia.gov.in
2. Entrepreneurship, Rajeev Roy, Oxford University Press
3. Entrepreneurship: Successfully Launching New Ventures by R. Duane Ireland Bruce R. Barringer, Pearson Publishing
4. Family Business Management by Rajiv Agarwal, Sage Publishing
5. Anish Tiwari, “Mapping the Startup Ecosystem in India”, Economic & Political Weekly
6. Ramachandran, K, Indian Family Businesses: Their survival beyond three
7. generations, ISB Working Paper Series

Course: UNDERSTANDING BASICS OF CYBER SECURITY	
Course Code: SEC 481A	**Semester: IV**
Course Category: Skill enhancement courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
SEC481A.1	Understanding	**Describe** how encryption works to protect data and why it is essential for maintaining confidentiality. **Define** key terms such as malware, phishing, firewall, encryption, and vulnerability.
SEC481A.2	Applying	**Explain** the working principles of key security technologies such as firewalls, antivirus software, encryption, and intrusion detection systems.
SEC481A.3	Applying	**Demonstrate** basic practices for securing personal data and devices using authentication, access control, and safe browsing habits. **Apply** foundational knowledge of laws, ethics, and policies related to cyber security and digital rights.
SEC481A.4	Analysing	**Analyze** the impact of cyber security breaches on individuals, organizations, and society.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Fundamentals of Cyber Security:** Introduction to the concept of Information security, Information security goals (Confidentiality, Integrity and availability) CIA Triad, Cyber Space, Need for Cyber Security. Introduction to Cyber Crime, Types of Cybercrime. Scams and Frauds.	**5**
M2	**Classification of Malware:** About Malware, Types of Malwares (Virus, worm, Trojan horse, spyware, adware, ransomware) **Type of Computer Viruses:** File Virus, Boot sector virus, Macro virus, electronic mail (email) virus, some indications of a malware attack. **Antivirus:** Brief introduction about popular antivirus programs, Basic ideas how antivirus programs identify a virus. **Introduction to Cyber Attacks:** Classification of Cyber Attacks,	**10**

	Denial of service attack (DoS), Distributed Denial of service attack (DDoS), Intrusion Detection System (IDS), Intrusion Prevention System (IPS), snooping, Eavesdropping, Key loggers and Firewall.	
M3	**Hacking Concepts:** Hacking, Types of Hacking/Hackers, Essential terminology (Threat, Vulnerability, Target of Evaluation, Attack, Exploit). Concept of ethical Hacking, Hacktivism	**5**
M4	**Cyber Law:** Information Technology Act 2000 and Amendments, Cyber terrorism, Cyber laws, what offences are covered under these laws (Hacking, Data theft, Identity theft (including Password Theft), Email spoofing, Sending offensive messages, Voyeurism, Cyber terrorism) Punishment for cyber-crime in India, Jurisdiction of Cyber Crime, Cyber Security Awareness Tips	**5**
M5	**Stay Secure in digital World:** Usage of Password, Different types of passwords (Biometric, Pattern based Graphical password, Strong Password technique, Types of Password attacks, Steps to stay secure in digital World, have strong password, encrypt your data, security suit software.	**5**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	–	3	2	–	–	1	1	–
CO2	1	2	2	1	3	1	–	–	–	1	1
CO3	1	2	3	1	3	3	1	1	1	2	2
CO4	1	2	2	2	2	2	1	–	2	2	1

Suggested Text Books:

1. Mayank Bhusan et.al: Fundamentals of Cyber Security (Principle, Theory and Practices), BPB Publications
2. Behrouz A. Forouzan: Data Communication and Networking, McGraw Hill Education (India) Pvt. Ltd.

Suggested Reference Books:

1. William Manning: Certified Ethical Hacker Certification Exam, Emereo
2. Nina Godbule and Sunit Belapure: Cyber Security: Understanding Cyber Crimes, Computer forensics and legal perspective, Wiley India

Course: DESIGN THINKING	
Course Code: SEC 481B	**Semester: IV**
Course Category: Skill Enhancement Course	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 1	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
SEC481B.1	Understanding	**Explain** the fundamental understanding of the design process.
SEC481B.2	Applying	**Implement** the design thinking process to innovation and creative problem solving
SEC481B.3	Analysing	**Correlate** visual representation of an ideas
SEC481B.4	Evaluating	**Develop** and **Test** innovative ideas through a rapid iteration cycle
SEC481B.5	Creating	**Create** physical prototypes/a visual representation of an idea

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Basics of Design Thinking:** 1. Understand the concept of innovation and its significance in business 2. Understanding creative thinking process and problem-solving approaches 3. Know Design Thinking approach and its objective 4. Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product. 5. Discussion of a few global success stories like Air-BnB, Apple, IDEO, Netflix etc. 6. Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement	**8**
M2	**Learning to Empathize and Define the Problem:** 1. Know the importance of empathy in innovation process – how can students develop empathy using design tools 2. Observing and assimilating information 3. Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences. 4. What are wicked problems 5. Identifying wicked problems around us and the potential impact of their solutions	**8**

M3	**Ideate, Prototype and Implement:** 1. Know the various templates of ideation like brainstorming, systems thinking 2. Concept of brainstorming – how to reach consensus on wicked problems 3. Mapping customer experience for ideation 4. Know the methods of prototyping, purpose of rapid prototyping. 5. Implementation	**7**
M4	**Feedback, Re-Design & Re-Create:** 1. Feedback loop, focus on User Experience, address ergonomic challenges, user focused design 2. Final concept testing, 3. Final Presentation – Solving Problems through innovative design concepts & creative solution	**7**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	–	1	–	1	1	1
CO2	1	2	3	2	1	1	2	1	1	2	2
CO3	1	2	2	2	1	–	2	–	1	1	1
CO4	1	2	3	2	1	1	2	1	1	2	2
CO5	1	2	3	2	2	1	2	1	1	2	2

Suggested Text Books:

1. Bala Ramadurai: Karmic Design Thinking, First Edition, 2020
2. Tim Brown, Clayton M. Christensen, Indra Nooyi and Vijay Govindarajan: HBR's 10 Must Reads on Design Thinking, Harvard Business Review Press, 2020.
3. Jeanne Liedtka, Tim Ogilvie, and Rachel Brozenske: The Designing for Growth Field Book: A Step-by-Step Project Guide, Columbia University Press, 2014
4. E Balaguruswamy , Developing Thinking Skills (The way to Success), Khanna Book Publishing Company

Suggested Reference Books:

1. Design Thinking by Nigel Cross, Bloomsbury
2. Karl T. Ulrich: Design: Creation of Artifacts in Society, eBook
3. Vijay Kumar: 101 Design Methods: A Structured Approach for Driving Innovation in Your Organization, eBook
4. Marc Stickdorn and Jakob Schneider: This is Service Design Thinking: Basics, Tools, Cases, eBook

Course: BUSINESS ENVIRONMENT AND PUBLIC POLICY	
Course Code: VAC 401A	**Semester: IV**
Course Category: Value Added Courses	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
VAC401A.1	Understanding	**Understand** relationship between environment and business, different concepts & its implementation.
VAC401A.2	Applying	**Implement** of business environment principles and strategies into domestic and international business
VAC401A.3	Analysing	**Analyze** the public policies and reforms since independence.
VAC401A.4	Evaluating	**Evaluate** the public policies for the benefit of organizations.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Theoretical Framework of Business Environment:** Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.	**6**
M2	**Global Framework:** EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.	**6**
M3	**Public Policies:** Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA. Structural Adjustment Programs and Banking Sector Reforms in India.	**6**
M4	**Problems and Challenges of Growth of Economy:** Unemployment, Poverty, Regional Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment.	**6**
M5	**Emerging Trends in Business:** Concepts, Advantages and Limitations-Franchising, Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); E-Commerce, Digital Economy. Technological Growth and MNC's.	**6**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	–	1	1	–	2	1	1
CO2	2	2	1	1	1	1	1	1	2	1	1
CO3	2	2	2	2	–	2	2	–	2	2	2
CO4	2	2	2	2	1	2	2	1	2	2	2

Suggested Text Books:

1. K. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
2. Francis Cherunilam: Business Environment, Himalaya Publishing House.
3. C. Fernando: Business Environment, Pearson.
4. Dr. S Sankaran: Business Environment, Margham Publications.
5. Dr V Murali Krishna: Business Environment, Spectrum Publications.
6. Namitha Gopal: Business Environment, McGraw Hill

Course: ENTERPRISE SYSTEM AND PLATFORMS	
Course Code: VAC 401B	**Semester: IV**
Course Category: Value Added Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 0	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 2	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
VAC401B.1	Understanding	**Understand** the key concepts, components, and evolution of ERP systems, including the drivers for ERP implementation and the challenges and solutions associated with ERP systems.
VAC401B.2	Applying	**Apply** knowledge of ERP system design and architecture by using tools to create system diagrams, compare ERP solutions, and evaluate the integration of ERP with other systems.
VAC401B.3	Evaluating	**Evaluate** ERP implementation strategies, project management techniques, and risk management approaches, including the planning, execution, and post-implementation phases of ERP projects.
VAC401B.4	Creating	**Create** business intelligence reports and dashboards and assess the impact of advanced ERP features such as cloud-based solutions, IoT integration, and AI/ML on business strategy and digital transformation.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Enterprise Resource Systems:** Overview of Enterprise Resource Planning (ERP), Definition and Evolution of ERP, Key Drivers for ERP Implementation, ERP Components and Architecture, Core Modules (Finance, HR, Supply Chain, etc.), Common Challenges and Solutions	**8**
M2	**ERP System Design and Architecture:** ERP System Design, System Development Life Cycle (SDLC) for ERPs, Customization vs. Standardization, ERP Architecture, Three-Tier Architecture, Integration of ERP with Other Systems, ERP Vendors and Solutions, Overview of Major ERP Vendors (SAP, Oracle, Microsoft, etc.), Comparison of ERP Solutions	**8**
M3	**ERP Implementation and Management:** Implementation Strategies, Planning and Preparation, Data Migration and Integration, Project Management for ERP Implementation, Project Planning and Execution, Risk Management and Mitigation, Post-Implementation Activities, Training and Support, Continuous Improvement and Maintenance	**7**
M4	**Advanced Topics and Future Trends in ERP:** Advanced ERP Features, Business Intelligence and Analytics, Cloud-Based ERP Solutions, Emerging	**5**

	Trends in ERP, Internet of Things (IoT) and ERP Integration, Artificial Intelligence and Machine Learning in ERPs, Impact of ERP on Business Strategy, Strategic Decision Making with ERP, ERP and Digital Transformation	
M5	**Project Work:** Create a comprehensive report and presentation on the evolution, key drivers, core modules, technical architecture, and business benefits of ERP systems using any software or platform	**2**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	–	–	2	–	–	–	–	1	2
CO2	1	2	2	1	3	–	–	–	1	1	2
CO3	1	2	2	2	2	1	–	1	2	2	2
CO4	1	2	3	2	3	1	1	–	1	2	3

Suggested Text & Reference Books:

1. Enterprise Resource Planning by Alexis Leon
2. Modern ERP: Select, Implement, and Use Today's Advanced Business Systems by Marianne Bradford
3. Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk by Daniel E. O'Leary
4. Fundamentals of Enterprise Resource Planning", Author: Ellen Monk, Bret Wagner

Case Studies

1. Radically Simple IT, David M. Upton and Bradley R. Staats, https://hbr.org/2008/03/radically-simple-it
2. Putting the Enterprise into the Enterprise System, Thomas H. Davenport, https://hbr.org/1998/07/putting-the-enterprise-into-the-enterprise-system
3. Delhivery: Leveraging the Platform, R. Srinivasan, Sreecharan Rachakonda, Raj Kovid KR, https://hbsp.harvard.edu/product/IMB789-PDF

Course: GEO POLITICS AND IMPACT ON BUSINESS	
Course Code: VAC 401C	**Semester: IV**
Course Category: Value Added Courses	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
VAC401C.1	Understanding	**Explain** the global events and their implications on geopolitics
VAC401C.2	Applying	**Implement** the roles and impact of geopolitics on the International political economic variables in international business
VAC401C.3	Analyzing	**Assess** and predict how emerging trends in geopolitics impact strategic decisions of international business
VAC401C.4	Evaluating	**Evaluate** the application of knowledge of Global trade and monetary systems to develop competitive strategies in regional, and global markets

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Geopolitics:** Definition, Nature and Scope of Geopolitics, Theories of Geopolitics- Mackinder's Heartland Theory, Sea Power (Alfred Thayer Mahan), Rimland Theory (Nicholas J Spykman), Robert D Kaplan. Contemporary Issues in Geopolitics- Global Environmental Issues, Geopolitics of Energy and Natural Resources, Geoeconomics, Geopolitics of Technology, Globalization and geopolitics, Border Disputes, Popular Culture and Geopolitics, Geopolitics and Risk Analysis. Rise of Protectionism, and Geopolitical Tensions	**8**
M2	**Globalization and International Political Economy in geopolitical scenario:** Post-War International Economic Order- IMF, World Bank, WTO; New International Economic Order- BRICS, North-South, South-South Cooperation; Globalization, National Differences in Political Economy.	**7**
M3	**Global Trade and Monetary Systems:** Foreign Direct Investment, Foreign Exchange Market, Global Capital Market, International Monetary System, Supply Chain Disruptions and Management. Case studies on the Suez Canal, COVID Pandemic, US-China trade war, Russia- Ukraine, Israel-Palestine and China-Taiwan conflict.	**7**
M4	**Emerging Trends and Issues in Geopolitics and Business:** Ethics and Culture in International Business, Differences and Challenges in International Business trade wars, unfair trade practices by developed and developing economies, anti-dumping, Tariff wars, MNCs and their lobbying and influence	**8**

	in domestic politics, Cyber Warfare and Cyber Attacks and anti-piracy law, Global and Sustainable Trade Practices and its impact on national economies, Issues in Brexit, World Recession, Inflationary Trends	
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	2	–	1	–	1	1	–	–	1	2
CO2	2	3	1	1	–	2	–	1	1	1	2
CO3	2	3	2	2	–	2	1	1	1	2	3
CO4	2	3	2	2	–	2	1	1	1	2	3

Suggested Text & Reference Books:

1. Kline, J. Ethics for International Business: Decision-making in a global political economy. London: Routledge.
2. Dodds, Klaus, Geopolitics in a Changing World, Prentice Hall: Essex, England
3. Mearsheimer, J. J. The tragedy of great power politics. W. W. Norton & Company.
4. Kaplan, R. D. The revenge of geography: What the map tells us about coming conflicts and the battle against fate. Random House.
5. Black, J., Geopolitics and the Quest for Dominance. Bloomington: Indiana University Press.
6. Ikenberry, G. J. The Illusion of Geopolitics. Foreign Affairs, 93(3), 80.
7. Cavusgil, S.T., Knight, G., & Riesenberger, J.R., International Business: The New Realities, Prentice Hall.

Case Study

1. Universal Pictures: Film Cut Dilemma Amid Geopolitical Conflict by Harvinder Singh; Rakesh Gupta, Harvard Business Publishing
2. Ukraine: On the Border of Europe and Eurasia by Rawi Abdelal; Rafael Di Tella; Sogomon Tarontsi, Harvard Business Publishing

5th SEM

3rd Year 5th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 501	Strategic Management	3	1	0	4	4
2	Core Course	BBA 502	Logistic and Supply Management	3	1	0	4	4
3	Discipline Specific Electives	BBA(DSE) 501 A/B/C	Discipline Specific Electives - I	3	1	0	4	4
4	Discipline Specific Electives	BBA(DSE) 502 A/B/C	Discipline Specific Electives - II	3	1	0	4	4
5	Discipline Specific Electives (Audit Course)	BBA (DSEA) 503	Discipline Specific Electives (Audit Course) - I	3	1	0	4	0
SESSIONAL								
6	Internship	SEC 581	Internship/Capstone Project	0	0	0	0	4
Total of Theory, Practical and Mandatory Activities/Courses				**15**	**5**	**0**	**20**	**20**

Note: Major project will be initiated in 5th Sem and extended to 6th Semester

Course: STRATEGIC MANAGEMENT	
Course Code: BBA 501	**Semester: V**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 501.2	Understanding	**Understand** the fundamental concepts, principles and importance of strategic management and explain how organisations develop strategies to achieve long-term goals.
BBA 501.2	Applying	**Apply** strategic management concepts to real-life business situations and develop practical strategies for solving organisational and competitive challenges.
BBA 501.3	Analyzing	**Analyze** an organisation's internal strengths and weaknesses as well as external opportunities and threats using appropriate strategic management tools and frameworks.
BBA 501.4	Evaluating	**Evaluate** different business-level and corporate-level strategies and understand their relevance in dealing with changing market conditions and competitive pressures.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction-Strategic management**: Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management	**10**
M2	**Strategic Analysis:** Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company's External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.	**15**
M3	**Strategy Formulation:** Business Strategy Formulation: Generic strategies;	**15**

	Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions	
M4	**Strategy Implementation and Control:** Structural Implementation; Functional and Operational Implementation; Behavioural Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies Strategy Evaluation and Control - Operational Control - Overview of Management Control.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	2	1	2	1	2	2
CO2	3	3	3	3	3	3	2	3	3	3	3
CO3	3	3	3	3	2	2	2	1	2	2	3
CO4	3	3	3	3	2	2	2	2	2	3	3

Suggested Text Books:-

1. Azhar Kazmi: Strategic Management an Business Policy, Tata McGraw Hill
2. Fred David, Strategic Management, PHI, New Delhi.
3. Ireland, Hoskisson & Hitt: Strategic Management, Indian Edition, Cengage Learning
4. Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.
5. Frank T Rothaermel . Strategic Management – 5th Edition (Indian), McGraw Hill.

Suggested Reference Books:-

1. Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.
2. Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press.
3. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
4. Pankaj Ghemawat, "Strategy and the Business Landscape" Pearson Education
5. Porter, M. E. (1989). From competitive advantage to corporate strategy (pp. 234 255). Macmillan Education UK.

Course: LOGISTICS AND SUPPLY MANAGEMENT	
Course Code: BBA 502	**Semester: V**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA502.1	Understanding	Understand how digital transformation affects supply chain strategies and operations.
BBA502.2	Applying	Gain practical insights into strategic sourcing, demand planning, and supply chain coordination.
BBA502.3	Analysing	To explore the design and optimization of supply chain networks, particularly for e-commerce.
BBA502.4	Evaluating	To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness.
BBA502.5	Creating	Design and manage effective supply chains that enhance organizational competitiveness.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Supply Chain Management:** Meaning, scope and evolution of Supply Chain Management, Role and importance of supply chains in modern business; Strategic fit between business strategy and supply chain strategy; Supply chain processes and flows: products, information and funds, Major supply chain drivers, Supply chain performance measures and metrics, Supply chain efficiency, responsiveness and competitiveness; Emerging challenges in modern supply chains.	**10**
M2	**Supply Chain Management Structure:** Supply Chain Management Structure: Basic Terms from Supply Chain Management such as- Upstream, Downstream, Information/Material Flow, Push/Pull System, Value added services, Structure of a SC, Push based SC, Pull based SC, Trade-off between Push & Pull, Identifying appropriate Push & Pull.	**10**
M3	**Supply Chain Network Design:** Fundamentals of supply chain network design, Distribution network structures and strategic choices, Facility location and capacity considerations, Role of warehouses and distribution centres, designing networks for e-business and e-commerce, Supply chain risks and challenges in global markets, Designing flexible and resilient supply networks.	**10**

M4	**Sourcing and Pricing Strategies:** Make-or-buy decisions, Single and multiple sourcing strategies, Supplier selection and evaluation, Strategic sourcing and supplier relationships, Basics of pricing decisions in supply chains, Revenue management and pricing strategies, Balancing cost, revenue and customer value	**10**
M5	**Demand and Supply Coordination:** Understanding demand and supply relationships; Demand forecasting: concepts, methods and applications; Forecasting errors and uncertainty; Aggregate planning and capacity decisions; Sales and Operations Planning (S&OP); Managing demand and supply variability	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	3	2	2	2	2	2	3
CO2	3	3	3	2	3	3	2	2	3	2	3
CO3	3	3	3	3	3	3	2	2	2	2	3
CO4	3	3	3	3	3	3	2	2	3	2	3
CO5	3	3	3	3	3	3	3	3	3	3	3

Suggested Text Books:

1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil
2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson.

Suggested Research Paper:

1. Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. (2024). Ethical supply chain management: balancing profit, social responsibility, and environmental stewardship. International Journal of Management & Entrepreneurship Research, 6(4), 1069-1077.

6th SEM

3rd Year 6th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Core Course	BBA 601	Project Management	3	1	0	4	4
2	Core Course	BBA 602	Business Taxation	2	0	0	2	2
3	Discipline Specific Electives	BBA(DSE) 601 A/B/C	Discipline Specific Electives - III	3	1	0	4	4
4	Discipline Specific Electives	BBA(DSE) 602 A/B/C	Discipline Specific Electives - IV	3	1	0	4	4
5	Skill Enhancement Course	SEC 601	Corporate Governance	2	0	0	2	2
6	Discipline Specific Electives (Audit Course)	BBA (DSEA) 603	Discipline Specific Electives (Audit Course) - II	3	1	0	4	0
SESSIONAL								
7	Internship	SEC 681	Major Project	0	0	0	0	4
Total of Theory, Practical and Mandatory Activities/Courses				**16**	**4**	**0**	**20**	**20**

Note: Major project will be initiated in 5th Sem and extended to 6th Semester

Course: PROJECT MANAGEMENT	
Course Code: BBA 601	**Semester: VI**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 601.2	Understanding	**Understand** the fundamental concepts, principles and processes of project management and recognise the role of project management in achieving organisational objectives.
BBA 601.2	Applying	**Apply** project management tools and techniques to organise, execute and monitor projects while managing time, cost, quality and resources effectively.
BBA 601.3	Analyzing	**Analyze** project risks, constraints and uncertainties and develop appropriate strategies for effective risk management and project control.
BBA 601.4	Evaluating	**Evaluate** different project management tools critical for project success.
BBA 601.5	Creating	**Develop** project plans by defining project scope, objectives, activities, timelines, resources and budgets using appropriate project management techniques.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Project Management:** Concept and Characteristics of Projects; Project Life Cycle Phases; Importance and Scope of Project Management; Project Identification and Formulation; Project Feasibility Analysis (Market, Technical, Financial, Environmental) ; Social Cost Benefit Analysis; Project Management - Role of Project Manager and Project Organization Structures; Benefits of Project Management	**10**
M2	**Project Planning and Scheduling:** Project Planning Process and Objectives, Work Breakdown Structure (WBS), Gantt Charts and Project Scheduling Tools (MS Project/Equivalent) **Network Analysis:** PERT and CPM; Time-Cost Trade-off; Crashing of Project Time; Resource Optimization – Resource Allocation and Leveling	**10**

M3	**Project Appraisal and Financing:** 1. Project Selection Criteria – ROI, NPV, IRR, Payback, PI; Investment Risk and Sensitivity Analysis 2. Sources of Project Financing: Equity, Debt, Venture Capital, and Institutional Support; Role of Financial Institutions and Banks in Project Finance; Cost of Capital and Capital Budgeting Decisions	**10**
M4	**Project Implementation, Control & Closure:** 1. Project Execution and Monitoring Mechanisms; Performance Measurement 2. Project Management Challenges: Scope Creep, Managing Stakeholder expectations, Building and managing Project Teams 3. Project Risk Identification and Mitigation Strategies: Risk identification, analysis, and response planning; Project Quality Management 4. Project Closure: Closing Processes & Final Deliverables; Post-project review and lessons learned; 5. Communication and Documentation in Projects: Project MIS Concept, Post Project Evaluation– Objectives, Phases and Types of Project Audit	**15**
	Contemporary Issues and Applications: 1. Project Management in Service Sector and Public Sector; Sustainable and Green Project Management 2. Waterfall, Agile and Lean Project Management Concepts; Project Management Software Tools (Overview only)	**5**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	2	3	2	2	2	2	3
CO2	3	3	3	3	3	3	2	2	3	2	3
CO3	3	3	3	3	3	3	2	2	2	2	3
CO4	3	3	3	3	3	3	2	2	2	2	3
CO5	3	3	3	3	3	3	3	3	3	3	3

Suggested Text Books:

1. K.Nagarajan: Project Management, New Age International Publications
2. Prasanna Chandra: Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill
3. Erik Larson and Clifford Gray: Project Management: The Managerial Process, Tata McGraw Hill
4. R. Lewis: Project Management, McGraw-Hill
5. Sitangshu Khatua: Project Management and Appraisal, Oxford
6. Information Technology Project Management, by Kathy Schwalbe, Cengage Learning.
7. Project Management: A Managerial Approach, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley

Suggested Reference Books:

1. PMBOK, PMI Publication
2. Horold Kerzner: Project Management: A System Approach to Planning, Scheduling and Controlling, Wiley.

Course: BUSINESS TAXATION	
Course Code: BBA 602	**Semester: VI**
Course Category: Core Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA602.1	Remembering	**Define** the concept, nature, scope of Direct and Indirect Taxation.
BBA602.2	Understanding	**Explain** the key concept of Capital Receipts, Revenue Receipts, Residential Status and Comparison between Direct and Indirect Taxation.
BBA602.3	Applying	**Show** the five heads of income, supply, charges, levy, exemption, ITC, computation, registration under GST and Custom Duty.
BBA602.4	Analysing	**Illustrate** the valuation, refund and payment under GST and Custom Duty.
BBA602.5	Evaluating	**Assessing** the TDS, TCS**,** deductions from total income and Gross total income.
BBA602.6	Creating	**Formulation** of strategy for Tax Management to avoid Tax Evasion.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction:** Basic Concept, Basis of Charges and Capital & Revenue Receipts; Residential Status and Scope of Total Income; Income which do not part of Total Income.	**5**
M2	**Heads of Income:** Income from Salaries; Income from House Property; Profit and Gains of Business or Profession; Capital Gains; Income from Other Sources	**10**
M3	**Deductions and Assessment Procedure:** Agricultural Income, Set-off and carry Forward of Losses; Deductions from Gross Total Income;	**5**

	Computation of Total Income and Tax Payable; Advance Tax, Tax Deduction at Sources and Introduction to Tax Collection at Sources.	
M4	**Introduction to Indirect Taxation:** Concept, Features and Background of Indirect Taxation; Difference between Direct Taxation and Indirect Taxation. **Goods and Service Tax Laws:** Introduction to GST Law; Supply under GST, Charges of GST and Exemption from GST; Place, Time and Value of Supply; Input Tax Credit; Computation of GST Liability; Registration; Tax Invoice – e-Way Bill; Returns and Payment of Tax.	**10**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	2	2	2	1	1	2
CO2	3	3	2	2	1	2	2	2	1	2	2
CO3	3	3	3	3	3	3	2	2	2	2	3
CO4	3	3	3	3	3	3	2	2	2	2	3
CO5	3	3	3	3	3	3	2	2	2	2	3
CO6	3	3	3	3	3	3	3	3	3	3	3

Suggested Readings:

1. Dr. Vinod K Singhania and Dr. Monica Singhania: Students' Guide to Income Tax Including GST, Taxmann's
2. T.N Manoharan & G.R Hari: Students Handbook on Taxation (Includes Income Tax and GST), Snow White.
3. Raj K Agarwal: Hand Book on Income Tax, Bharat Law House.
4. V.S Datey: GST Ready Reckoner, Taxmann's
5. Dr. Vinod K Singhania: Students' Guide to GST & Customs Law, Taxmann's

Suggested Reference book:

1. Dr. Girish Ahuja & Dr. Ravi Gupta: Systemetic Approach to Direct & Indirect Taxation, Commercial Law Publishers (India) Pvt. Ltd.
2. Dr. H.C Mehrotra: Direct Tax Law & Practice including GST, Sathiya Bhawan Publications.

Course: CORPORATE GOVERNANCE	
Course Code: SEC 601	**Semester: VI**
Course Category: Skill Enhancement Courses	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
BBA502.1	Understanding	**Understand** the concept of corporate governance and its significance and discuss different theories of corporate governance.
BBA502.2	Applying	**Demonstrate** the role of different stakeholders in corporate governance and interpret concepts like insider trading, shareholder activism, and CSR.
BBA502.3	Analysing	**Analyze** the major global corporate failures and the international codes that were developed in response..
BBA502.4	Evaluating	**Judge** the regulatory framework of corporate governance in India, major corporate failures in India and the common governance problems associated with these failures.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Conceptual Framework of Corporate Governance:** Corporate Governance: Meaning, significance, and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards	**5**
M2	**Corporate Governance and Role of Stakeholders:** Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance	**5**
M3	**Global Corporate Failures and International Codes:** Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.	**5**
M4	**Corporate Governance Regulatory Framework in India and Corporate**	**10**

	Failures in India: Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015.Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad.	
M5	**Demand and Supply Coordination:** Understanding demand and supply relationships; Demand forecasting: concepts, methods and applications; Forecasting errors and uncertainty; Aggregate planning and capacity decisions; Sales and Operations Planning (S&OP); Managing demand and supply variability	**5**
	Total	**30**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	2	1	3	3	2	2	3	2
CO2	3	3	3	2	1	3	3	3	3	3	3
CO3	3	3	3	3	1	3	3	2	3	3	3
CO4	3	3	3	3	2	3	3	2	3	3	3

Suggested Text Books:

1. Act, S. O. (2002). Sarbanes-Oxley act. Washington DC.
2. Aparajita, S., & Rhudra, R. Insider Trading Regulation 2015. GNLU L. Rev., 4, 69.
3. Monks, R. a. G., & Minow, N. Corporate Governance. John Wiley & Sons
4. Roy Chowdhury Ghosh, A. Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.
5. Satheesh Kumar, T. N. Corporate Governance. India: Oxford University Press.
6. Sharma, J. P. Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals). Ane Books Pvt. Ltd.

Suggested Research Paper:

6. Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. (2024). Ethical supply chain management: balancing profit, social responsibility, and environmental stewardship. International Journal of Management & Entrepreneurship Research, 6(4), 1069-1077.

7th SEM
For BBA (Honours)

4th Year 7th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	Open Elective*	BBA(OE) 701A	AI for Business	3	1	0	4	4
		BBA(OE) 701B	Diversity, Equity and Inclusion	3	1	0	4	4
		BBA(OE) 701C	Digital Ethnography and Online Communities	3	1	0	4	4
2	Core Course	BBA 702	Data Analytics Skills for Managers	3	1	0	4	4
3	Discipline Specific Electives	BBA(DSE) 701 A/B/C	Discipline Specific Electives - V	3	1	0	4	4
4	Discipline Specific Electives	BBA(DSE) 702 A/B/C	Discipline Specific Electives - VI	3	1	0	4	4
SESSIONAL								
5	Internship	SEC 781	Internship Report & Viva-Voce	0	0	0	0	4
Total of Theory, Practical and Mandatory Activities/Courses				**12**	**4**	**0**	**16**	**20**

***Any one from BBA(OE)701A or BBA(OE)701B or BBA(OE)701C**
Note: Dissertation work will be initiated in 7th Sem and extended to 8th Semester

7th SEM
For BBA (Honours with Research)

4th Year 7th Semester								
Sl. No.	**Category**	**Paper Code**	**Subject**	**Contact Hours/Week**				**Credit Point**
				L	**T**	**P**	**Total**	
THEORY								
1	**Core Course**	**BBA 701**	**Advanced Research**	**2**	**0**	**0**	**2**	**2**

			Methodology					
2	Core Course	BBA 702	Data Analytics Skills for Managers	3	1	0	4	4
3	Discipline Specific Electives	BBA(DSE) 701 A/B/C	Discipline Specific Electives - V	3	1	0	4	4
4	Discipline Specific Electives	BBA(DSE) 702 A/B/C	Discipline Specific Electives - VI	3	1	0	4	4
SESSIONAL								
5	Internship	SEC 781	Internship Report & Viva-Voce	0	0	0	0	4
PRACTICAL								
6	**Core Course**	**BBA 791**	**Advanced Research Methodology Lab**	**0**	**0**	**4**	**4**	**2**
Total of Theory, Practical and Mandatory Activities/Courses				**11**	**3**	**4**	**18**	**20**

Note: Dissertation work will be initiated in 7th Sem and extended to 8th Semester

Course: AI FOR BUSINESS	
Course Code: BBA(OE) 701A	**Semester: VII**
Course Category: Open Elective	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
BBA(OE)701A.1	Understanding	**Comprehend** in-depth knowledge of key AI technologies and explore these technologies' roles in driving business innovation and operational efficiency.
BBA(OE)701A.2	Applying	**Apply** AI solutions to core business functions, such as enhancing algorithmic trading in finance, improving customer engagement through CRM systems, and optimizing HR processes with AI-driven tools.
BBA(OE)701A.3	Analysing	**Analyze** AI in different business domains understanding its core characteristics and the infrastructure required for its management.
BBA(OE)701A.4	Evaluating	**Evaluate** and mitigate ethical risks associated with AI use in business, ensuring practices are fair, transparent, and responsible. They will also address the legal and societal impacts of AI, fostering responsible leadership in technology deployment

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction to AI:** AI-Driven Business Transformation: Overview of AI technologies namely Machine Learning, Deep Learning, Natural Language Processing, Computer Vision, Robotics, Generative AI; Case study analysis of AI's impact on different industries.	**12**
M2	**AI in Marketing:** Personalization and recommendation systems, Chatbots and virtual assistants, AI in pricing, promotion and marketing channels	**10**
M3	**AI in Finance:** AI in algorithmic trading, Credit scoring models using machine learning, Fraud detection	**10**

M4	**AI in HR:** AI-driven recruitment and selection processes, Employee performance analytics, AI in workforce planning and talent management.	**10**
M5	**Ethics in AI:** Bias, fairness, and transparency, Responsible AI practices for leaders, Mitigating ethical risks in AI/ML deployment, Societal and legal aspects of AI.	**8**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	2	2	1	3	1	1	–	1	2	3
CO2	1	3	3	1	3	1	1	1	1	3	3
CO3	2	3	3	2	3	1	1	1	1	3	3
CO4	1	2	2	1	2	3	3	1	2	2	3

Suggested Text and Reference Books:

7. Artificial Intelligence by Munish Trivedi
8. Artificial Intelligence for Managers by Malay A. Upadhyay
9. AI Rising: India's Artificial Intelligence Growth Story, Leslie D'Monte, Jayanth N. Kolla
10. Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning by Bernard Marr
11. HBR Guide to AI Basics for Managers Paperback by Harvard Business Review
12. Machine Learning for Algorithmic Trading: Predictive models to extract signals from market and alternative data for systematic trading strategies" by Stefan Jansen
13. Digital HR: A Guide to Technology-Enabled Human Resources by Deborah Waddill
14. AI for Marketing and Product Innovation: Powerful New Tools for Predicting Trends, Connecting with Customers, and Closing Sales by A.K. Pradeep, Andrew Appel, and Stan Sthanunathan

Supplementary readings and Case studies:

8. Neha Soni, Enakshi Khular Sharma, Narotam Singh, Amita Kapoor, "Artificial Intelligence in Business: From Research and Innovation to Market Deployment", Procedia Computer Science, Volume 167, 2020, Pages 2200-2210, https://doi.org/10.1016/j.procs.2020.03.272

9. Nikolaos-Alexandros Perifanis, Fotis Kitsios, Investigating the Influence of Artificial Intelligence on Business Value in the Digital Era of Strategy: A Literature Review, Information 2023, 14(2), 85; https://doi.org/10.3390/info14020085

10. The Business of Artificial Intelligence: What it can — and cannot — do for your organization by Erik Brynjolfsson, Andrew McAfee; https://hbr.org/2017/07/the-business-of-artificial-intelligence

11. Predicting Consumer Tastes with Big Data at Gap, Ayelet Israeli, Jill Avery; https://hbsp.harvard.edu/product/517115-PDF-ENG

Course: DIVERSITY, EQUITY AND INCLUSION	
Course Code: BBA(OE) 701B	**Semester: VII**
Course Category: Open Elective	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA(OE)701B.1	Understanding	**Understand** various dimensions like race, gender, and intersectionality.
BBA(OE)701B.2	Applying	**Utilize** managerial, sociological theories, and relevant laws to foster DEI.
BBA(OE)701B.3	Analysing	**Analyze** impact of DEI initiatives on innovation and productivity and differentiate equity from equality with practical examples
BBA(OE)701B.4	Evaluating	**Evaluate** psychological safety, allyship, and supportive environments.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Nature of Diversity, Equity and Inclusion:** Diversity, Equity, and Inclusion- meanings and significance; Classifications of Diversity; Equity vs. Equality; Components of Inclusion; Role of DEI in Organizations	**10**
M2	**Theoretical perspectives and legal/regulatory frameworks on DEI in the workplace:** Managerial, sociological and social psychological theories related to DEI; Pluralistic / inclusive organization; Valuing diversity and preventing problems; Preventing harassment and bullying Relevant laws, policies and regulations pertaining to DEI in the workplace, education and society at large.	**15**
M3	**Biases, addressing Macroaggressions; Communication strategies and Inclusive leadership:** Bias at work, Outcomes of biases for individuals, groups and organizations; Biases through Employee Lifecycle – relevance and challenges at the workplace; Defining Macroaggressions, Categories and types of macroaggressions; Negative impacts of macroaggressions and dealing with macroaggressions. In-groups and Outgroups; Verbal and non-verbal	**15**

	communication Skills, Implementing Inclusive Language, Active Listening. Inclusive Leadership	
M4	**Analyse diversity management programs, strategies and policies and examine its relationship to leadership:** Focusing on LGBTQ employees, Inclusive Recruiting and Hiring, Providing Resources and Accessibility, Practice Allyship, Supporting Gender Identity. Psychological Safety	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	–	1	1	1	–	3	3	2	2	1	3
CO2	–	2	2	1	–	3	3	2	2	3	2
CO3	–	3	3	2	–	3	3	3	2	3	2
CO4	–	2	2	1	–	3	3	3	3	3	3

Suggested Text & Reference Books:

1. Cunningham, G.B. Diversity, Equity and Inclusion at Work. Routledge.
2. Robert Shrank "Two Women, Three Men on a Raft," Harvard Business Review, May-June.
3. Ng. E.S. & Rumens, N. Diversity and inclusion for LGBT workers: Current issues and new horizons for research. Canadian Journal of Administrative Sciences. 34.109-120.
4. Hollins, C. & Govan, I. ,Diversity, Equity and Inclusion: Strategies for facilitating Conversations on Race, Rowman & Littlefield.
5. Bernstein, R.S., Salipante, P.F. & Weisinger, J.Y.Performance through Diversity and Inclusion (Leveraging Organizational Practices for Equity and Results). Routledge
6. Özbilgin, M.F. Equality , Diversity and Inclusion at work . Edward Elgar Publishing Ltd .
7. Seijts, G.H. & Milani, K.Y.The application of leader character to building cultures of equity, diversity, and inclusion. Harvard Business Review, Sept.- Oct.

Additional Readings:

1. https://heller.brandeis.edu/diversity/learning/readings.html
2. https://diversityworksnz.org.nz/media/3663/dw-case-model_web.pdf
3. https://thepolicyobservatory.aut.ac.nz/__data/assets/pdf_file/0020/228440/Inclusive-Workspaces-Policy-Report_WEB-VERSION.pdf
4. https://www.youtube.com/watch?v=-Lz-KavdxNg

Course: DIGITAL ETHNOGRAPHY AND ONLINE COMMUNITIES	
Course Code: BBA(OE) 701C	**Semester: VII**
Course Category: Open Elective	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA(OE)701C.1	Understanding	**Explore** ethnography as a method and field of practice with reference to its application in the field of business management.
BBA(OE)701C.2	Applying	**Apply** group dynamics and demonstrate skills required for working in formal and informal groups (team building)
BBA(OE)701C.3	Analysing	**Develop** skills in using techniques and strategies for gathering ethnographic data digitally and making sense of it qualitatively
BBA(OE)701C.4	Evaluating	**Appreciate** the ethical considerations unique to digital ethnography

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Ethnography On/Offline:** Ethnography as a method and research field; New opportunities and challenges the Internet presents for ethnography as a method in the areas of business: management, commerce and marketing fields; Questions about the researcher's identity and/or becoming an insider in relation to digital ethnography.	**10**
M2	**Digitally-mediated Association, Interaction, and Sociality:** Replacement of face-to-face encounters with technologically mediated ones; Phenomenology of sociality; Digitally-enabled forms of communication and sociality	**10**
M3	**Tools and Data Management in Digital Ethnography:** Critical aspects of data collection and data management in digital ethnography; Range of data they may construct/collect as a qualitative researcher (e.g., text, audio, and visual data) both online and offline. Techniques and software for dealing with ethnographic data (e.g., field notes, photographs, audio or video recordings,	**15**

	digital files, etc.). Use of online and other digital tools like online surveys, text messages, and interactive voice response systems for understanding human behavior in various social contexts and for various business research purposes. Strengths and limitations of digitally mediated research methods.	
M4	**Writing Ethnography:** Various kinds of data analysis to provide a coherent understanding of digital ethnography and focus on triangulation issues. Communicate findings through writing appropriately and meaningfully (e.g., how to use quotes and exemplars)	**15**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	2	1	2	1	2	1	2	2	2	3
CO2	–	1	1	1	1	1	1	3	3	2	2
CO3	1	3	2	3	3	1	1	2	2	2	3
CO4	–	2	1	2	1	3	3	2	3	2	3

Suggested Text & Reference Books:

1. Cunningham, G.B. Diversity, Equity and Inclusion at Work. Routledge.
2. Robert Shrank "Two Women, Three Men on a Raft," Harvard Business Review, May-June.
3. Ng. E.S. & Rumens, N. Diversity and inclusion for LGBT workers: Current issues and new horizons for research. Canadian Journal of Administrative Sciences. 34.109-120.
4. Hollins, C. & Govan, I. ,Diversity, Equity and Inclusion: Strategies for facilitating Conversations on Race, Rowman & Littlefield.
5. Bernstein, R.S., Salipante, P.F. & Weisinger, J.Y.Performance through Diversity and Inclusion (Leveraging Organizational Practices for Equity and Results). Routledge
6. Özbilgin, M.F. Equality , Diversity and Inclusion at work . Edward Elgar Publishing Ltd .
7. Seijts, G.H. & Milani, K.Y.The application of leader character to building cultures of equity, diversity, and inclusion. Harvard Business Review, Sept.- Oct.

Reading List

1. Pink S., Horst H., Postill J., Hjorth, Lewis T. and Tacchi J. (2015) Digital Ethnography: Principles and Practice. Sage Publications
2. Ritter, C. S. (2022). Rethinking digital ethnography: A qualitative approach to understanding interfaces. Qualitative Research, 22(6), 916-932.
3. Hafner, C.A. (2018). Digital Discourses Research and Methods. In: Phakiti, A., De Costa, P., Plonsky, L., Starfield, S. (eds) The Palgrave Handbook of Applied Linguistics Research Methodology. Palgrave Macmillan, London. https://doi.org/10.1057/978-1-137-59900-1_18
4. Bailey J, Mann S, Wayal S, et al. Sexual health promotion for young people delivered via digital media: a scoping review. Southampton (UK): NIHR Journals Library; 2015 Nov. (Public Health Research, No. 3.13.) Chapter 7, Digital research methods and optimum research methodology to evaluate digital interventions. Available from: https://www.ncbi.nlm.nih.gov/books/NBK326976/
5. Pink, S. (2016). Digital ethnography. Innovative methods in media and communication research, 161-165.
6. Neumaier, A. (2021). Digital Ethnography. In The Routledge Handbook of Research Methods in the Study of Religion (pp. 217-228). Routledge.
7. Hjorth, L., Horst, H. A., Galloway, A., & Bell, G. (Eds.). (2017). The Routledge Companion to Digital Ethnography (pp. 21-28). New York: Routledge.
8. Barendregt, B. (2021). Digital ethnography, or 'deep hanging out in the age of big data. In Audiovisual and Digital Ethnography (pp. 168-190). Routledge

9. Bjerre-Nielsen, A., & Glavind, K. L. (2022). Ethnographic data in the age of big data: How to compare and combine. Big Data & Society, 9(1), 20539517211069893.
10. Abidin, C. (2016). "Aren't These Just Young, Rich Women Doing Vain Things Online?": Influencer Selfies as Subversive Frivolity. Social Media + Society, 2 (2), 205630511664134. https://doi.org/10.1177/2056305116641342.
11. Baym, N. (2000). Tune In, Log on: Soaps, Fandom, and Online Community. London, UK: Sage

Course: DATA ANALYTICS SKILLS FOR MANAGER	
Course Code: BBA 702	**Semester: VII**
Course Category: Core Course	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA702.1	Understanding	**Explain** the process of Data Analytics in multiple business domains and scenario.
BBA702.2	Applying	**Apply** the Exploratory, Descriptive, Diagnostic, Predictive, Perspective Data Analytics tools in solving managerial problems.
BBA702.3	Analysing	**Analyse** output of data analytics like different plots and visualisation
BBA702.4	Evaluating	**Select** a right tool for the given analytical task.
BBA702.5	Creating	**Create** a feasible business solution by using data analytics tools in live analytical projects in multiple business domains and scenarios.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Data Analytics:** Definition, Data Analytics Life Cycle; Types of Data Analytics; Tools used in data analytics, Application of analytics in business.	**05**
M2	**Collection and Preparation of Data:** **Data Collection:** Data Collection Strategies (Primary and Secondary) **Data Preparation:** Data Pre-Processing; Data Cleaning; Data Integration and Transformation; Data Reduction; Data Discretization.	**05**
M3	**Descriptive Data Analytics:** Concept and real-life application of descriptive data analytics in providing business solutions.	**10**

	Exploratory Data Analytics: Concept; Tools and Techniques – Histogram, Stem and Leaf Plot, Boxplot, Q-Q Plot; Scatterplot, Run Chart, Heat Map, Bubble Chart; Real-life applications	
M4	**Diagnostic Data Analytics:** Concept; Tool and Techniques – Root Cause Analysis, Correlation Analysis, Linear Regression Analysis, Fishbone Analysis, Pareto Analysis.	**10**
M5	**Predictive Data Analytics:** Concept; Tool and Techniques – Decision Tree, Multiple Regression, Logistic Regression, Cluster Analysis, Discriminant Analysis.	**10**
M6	**Prescriptive Data Analytics:** Concept; Tool and Techniques – Decision Making using MCDM Techniques, AHP, TOPSIS, What-If Analysis.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**
CO1	2	2	1	2	2	1	1	1	2	2	3
CO2	2	3	2	3	3	1	1	2	2	3	3
CO3	2	3	2	3	3	1	1	2	3	3	3
CO4	2	3	2	3	3	1	1	2	2	3	3
CO5	2	3	3	3	3	2	2	3	3	3	3

Suggested Text Books:

1. Anil Maheswari: Data Analytics Made Accessible, Amazon.com Services LLC.
2. Joseph F. Hair et. al: Multivariate Data Analysis, Pearson
3. N. D. Vohra: Quantitative Techniques in Management, Tata McGraw Hill Education
4. Seema Acharya: Data Analytics using R, TMGH
5. Charles Severance: Python for Everybody, Shroff Publishers

Suggested Reference Books:

1. Namakum R N Prasad and Seema Acharya: Fundamental of Business Analytics, Wiley
2. Ken Black: Business Statistics for Contemporary Decision Making, John Wiley & Sons, Inc.
3. Wes McKinney: Python for Data Analysis, O'Reilly

Course: ADVANCED RESEARCH METHODOLOGY	
Course Code: BBA 701	**Semester: VII**
Course Category: Core Course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 2	End-semester Exam: 60
Tutorial: 0	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 2	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA701.1	Understanding	**Explain** the various advanced-level research configurations
BBA701.2	Applying	**Apply** the advanced research methodologies applicable in diverse business contexts.
BBA701.3	Analysing	**Skilled** in ethical application and critical analysis of research data.
BBA701.4	Evaluating	**Select** the right research method for the given analytical task.
BBA701.5	Creating	**Draft** research proposals and comprehensive research reports

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Advanced Research Frameworks:** Concept, Examining research philosophy, inquiry, ontology, epistemology, and paradigms **Research Methods:** Quantitative, qualitative, and mixed methods approach; **Research designs:** Experimental and non-experimental designs, longitudinal, cross-sectional, and factorial design, latin square design, randomize group design	**10**
M2	**Advanced Data Analysis Techniques:** **Qualitative methods:** Ethnography; Phenomenology; Grounded Theory; Case Study; Narrative Research **Quantitative methods:** Multivariate analysis; Structural Equation Modelling (CB-SEM, PLS-SEM)	**10**
M3	**Contemporary Issues in Research:** Impact of big data and analytics; Incorporation of artificial intelligence into research methodologies; Virtual	**05**

	reality and Augmented reality in business research	
M4	**Application and Ethics:** Ethical challenges in conducting research; ethical considerations in preparing scholarly articles, grant proposals, documentation and comprehensive reporting.	**05**
	Total	**30**

CO-PO Mapping

CO-PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**
CO1	1	3	2	2	2	1	2	1	2	2	3
CO2	2	3	3	3	3	1	2	2	2	2	3
CO3	2	3	2	3	3	2	3	1	2	2	3
CO4	2	3	3	3	3	1	2	1	2	2	3
CO5	1	3	3	3	2	2	3	2	3	3	3

Suggested Text Books:

1. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, by Creswell, J. W. & Creswell, J. D.
2. Multivariate Data Analysis, by Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E

Research Paper Reading:

1. Pereira, L. F. (2023). Business research methods: systematic literature review. International Journal of Management Concepts and Philosophy, 16(2), 145-159.

Course: ADVANCED RESEARCH METHODOLOGY LAB	
Course Code: BBA 791	**Semester: VII**
Course Category: Core Course	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 0	End-semester Exam: 0
Tutorial: 0	Continuous Assessment: 0
Practical: 4	Practical/Seasonal internal continuous evaluation: 40
Credit: 2	Practical/Seasonal external examination: 60

SN	**Cognitive Abilities**	**Course Outcome**
BBA791.1	Applying	**Apply** the various tools for advanced level of research to provide business solution
BBA791.2	Analysing	**Analyse** output of advanced research tools.
BBA791.3	Creating	**Construct** the research work using advanced research tools

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	Focus Group Interview; In-depth Interview	**10**
M2	Qualitative study through NVivo: Application and analysis of output	**10**
M3	SEM through AMOS; PLSEM: Application and analysis of output	**10**
	Total	**30**

CO-PO Mapping

CO-PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**
CO1	2	3	3	3	3	1	2	2	2	3	3
CO2	2	3	2	3	3	1	2	1	3	2	3
CO3	2	3	3	3	3	2	3	2	3	3	3
CO4	2	3	3	3	3	1	2	2	2	3	3
CO5	2	3	2	3	3	1	2	1	3	2	3

Suggested Text Books:

1. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, by Creswell, J. W. & Creswell, J. D.
2. Multivariate Data Analysis, by Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E

Research Paper Reading:

1. Pereira, L. F. (2023). Business research methods: systematic literature review. International Journal of Management Concepts and Philosophy, 16(2), 145-159.

DISCIPLINE SPECIFIC ELECTIVES (MARKETING) DETAILED SYLLABUS

Course: SALES & DISTRIBUTION MANAGEMENT	
Course Code: DSE (MR) - 01	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(MR).1	Remembering	**Remember** the fundamental concepts, principles, functions and terminology of sales and distribution management.
DSE(MR).2	Understanding	**Explain** the sales process, sales-force organization, recruitment, training, motivation, compensation and performance evaluation techniques.
DSE(MR).3	Applying	**Apply** appropriate sales management techniques for recruitment, training, motivation, sales quotas, territories and compensation in practical business situations.
DSE(MR).4	Analyzing	**Analyze** sales-force performance, sales volume, profitability, sales budgets and distribution-channel alternatives using appropriate managerial approaches.
DSE(MR).5	Evaluating	**Evaluate** alternative sales-force structures, channel arrangements, distribution strategies and logistics practices based on organizational objectives and market conditions.
DSE(MR).6	Creating	**Develop** an integrated sales and distribution strategy incorporating sales-force management, channel management, physical distribution and logistics for contemporary business environments.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction to Sales Management:** Meaning, nature, and importance of sales management in modern businesses; roles and responsibilities of sales	**10**

	manager, personal selling and salesmanship, selling process	
M2	**Organization of Sales Force:** Recruiting sales personnel - planning; sources, selecting sales personnel, executing and evaluating sales training programs, sales information system & planning: sales skills.	**10**
M3	**Directing Sales Force Operations:** Motivating sales personnel, designing and administering compensation plans for the sales force – financial and non-financial compensation methods, sales meetings and sales contests, sales quotas, and sales territories.	**10**
M4	**Evaluating and Controlling Sales Force:** The sales budget; analysis of sales volume & profitability; and evaluating salesperson's performance; selling agents for internet trading.	**10**
M5	**Channel Design. Physical Distribution & Logistics:** Channel Design and management: Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control– recruiting and selecting channel members, motivating, evaluating channel arrangements. Physical Distribution & Logistics: Goals, function, processing, warehousing, inventory & Transportation.	**10**
	TOTAL	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**1**	**1**	**1**	**1**	**1**	**2**	**1**
CO2	**2**	**2**	**1**	**1**	**2**	**1**	**2**	**2**	**2**	**2**	**2**
CO3	**2**	**2**	**2**	**1**	**2**	**2**	**2**	**3**	**3**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**3**	**2**	**2**	**2**	**3**	**3**	**2**
CO5	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**2**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Suggested Text Books: -

1. Jobber, D., Lancaster, G. Selling and Sales Management. Pearson Education.
2. Johnston, M. W., Marshal, G. W. Sales Force Management. New Delhi: Tata McGraw-Hill Education.
3. Spiro, R., Rich, G., &Stanton, W. Management of a Sales Force. New Delhi: Tata McGraw-Hill Education.
4. Panda T, Sachdev S. Sales and Distribution Management. Oxford University Press
5. Havaldar, Krishna K. Sales and Distribution Management. Tata McGraw Hill
6. Gupta S. L. Sales & Distribution Management: Text & Cases in Indian Perspectives. Excel Books
7. Still, Kundiff, Govoni. Sales and Distribution Management.

Course: CONSUMER BEHAVIOUR	
Course Code: DSE (MR) - 02	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(MR).1	Remembering	**Remember** the fundamental concepts, terminology, frameworks and models of consumer behaviour.
DSE(MR).2	Understanding	**Explain** the internal and external factors influencing consumer behaviour and consumer decision-making.
DSE(MR).3	Applying	**Apply** consumer behaviour concepts and models to interpret consumer needs, motivations, perceptions, attitudes and purchase situations.
DSE(MR).4	Analyzing	**Analyze** the influence of social, cultural, psychological and situational factors on consumer decision-making and buying behaviour.
DSE(MR).5	Evaluating	**Evaluate** alternative consumer decision-making patterns and their implications for developing effective marketing strategies for different consumer segments.
DSE(MR).6	Creating	**Develop** appropriate consumer-oriented marketing strategies by integrating consumer behaviour concepts, models and decision-making insights in the Indian context.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Understanding Consumer Behavior:** Introduction to Consumer Behavior;	**15**

	Consumer Behavior and the Marketing Concepts; Value and the Consumer Behavior Framework; Online Consumer Behavior. Organizational Buying Behavior; Consumerism.	
M2	**External Influences on Consumer Behavior:** Lifestyles and Psychographics on Buying Behavior; Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior; Influence of Culture on Consumer Behavior.	**15**
M3	**Internal Influences on Consumer Behavior:** Consumer Perception; Consumer Learning, Memory and Involvement; Dynamics of Consumer Motivation; Consumer Personality; Consumer Attitudes and Attitude Change.	**10**
M4	**Consumer Decision Making:** Concept of Consumer Decision; Situational Influence on Consumer's Decision; Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice, Post-purchase Behavior; Different Models of Consumer Decision Making.	**10**
	TOTAL	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**1**	**1**	**1**	**1**	**1**	**1**	**1**
CO2	**2**	**2**	**1**	**1**	**2**	**2**	**1**	**2**	**2**	**2**	**2**
CO3	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**3**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**3**	**2**	**2**	**2**	**3**	**3**	**2**
CO5	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**2**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Suggested Text Books: -

1. Schiffman, L. G.; Kanuk, L. L. and Kumar, S. R. *Consumer Behavior*. Pearson Education Inc.
2. Loudon, D. L. and Bitta, J. Albert Della. *Consumer Behavior: Concepts and Applications*. Tata McGraw Hill Publishing Company Limited.
3. Babin, B. J.; Harris, E. G. and Mohan, Ashutosh. *Consumer Behavior (CB): A South Asian Perspective*. Cengage Learning India Pvt. Limited.
4. Hawkins, D. I.; Best, R. J. and Coney, K. A. *Consumer Behavior: Building Marketing Strategy*. Tata McGraw-Hill Publishing Company Limited.
5. Evans, M.; Jamal, A. and Foxall, G. *Consumer Behavior*. John Wiley & Sons LTD.
6. Solomon, M. R. *Consumer Behavior: Buying, Having and Being*. PHI Learning Private Limited.
7. Nair, S. R. *Consumer Behavior & Marketing Research*. Himalaya Publishing House.

Course: DIGITAL MARKETING	
Course Code: DSE (MR) - 03	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(MR).1	Remembering	**Remember** the fundamental concepts, frameworks, business models and terminology associated with digital marketing.
DSE(MR).2	Understanding	**Explain** digital consumers, digital channels, digital marketing strategies, communication mix and digital marketing planning processes.
DSE(MR).3	Applying	**Apply** digital marketing tools, channels, communication techniques and campaign management principles to practical marketing situations.
DSE(MR).4	Analyzing	**Analyze** digital marketing performance, consumer behaviour, web analytics, SEO outcomes, channel effectiveness and digital marketing business models.
DSE(MR).5	Evaluating	**Evaluate** digital marketing strategies, campaigns, channel alternatives and implementation approaches based on organizational and consumer requirements.
DSE(MR).6	Creating	**Develop** integrated digital marketing strategies and campaigns using appropriate digital channels, emerging technologies, data insights and ethical practices to address real-world marketing problems.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Digital Marketing:** Evolution of Digital Marketing, Traditional Marketing vs. Digital Marketing; Digital Marketing Framework, Digital Marketing Business Models; Digital Consumers; Consumer Behavior on Digital Channels, Managing Consumer Demand, Digital Decision Journey, POEM Framework.	**15**
M2	**Digital Marketing Strategy Development:** Digital Marketing Assessment Phase; Elements, Digital Marketing Internal Assessment, Objective Planning, Digital Marketing Strategy; Groundwork, Digital Marketing Mix, Skills in Digital Marketing.	**15**
M3	**Digital Marketing Planning:** Digital Marketing Communication and Channel Mix; Display, Search Engine, Social-media, Facebook, LinkedIn Advertising, etc.; Designing the Communication Mix, Digital Marketing Campaign Management; Content Management; Web Design, Optimization of Websites, Web Analytics, Search Engine Optimization, Data Interpretation in Marketing Decision.	**10**
M4	**Digital Marketing Execution Elements:** Managing Digital Marketing Revenue, Managing Service Delivery and Payment, Role of Artificial Intelligence, Virtual Reality & Augmented Reality in Digital Marketing, Managing Digital Implementation Challenges, Digital Ethics – Data Privacy and Ethical Marketing.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**1**	**1**	**1**	**1**	**1**	**2**	**1**
CO2	**2**	**2**	**1**	**1**	**2**	**2**	**1**	**2**	**2**	**2**	**2**
CO3	**2**	**2**	**2**	**2**	**3**	**2**	**2**	**2**	**3**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**3**	**2**	**2**	**2**	**3**	**3**	**3**
CO5	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**2**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Text Books (Latest Editions)

1. Bhatia, Puneet Singh. *Fundamentals of Digital Marketing*. 2nd ed., 2023, Pearson.
2. Ahuja, Vandana. *Digital Marketing*. 2015, Oxford University Press.
3. Kingsnorth, Simon. (2022). *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. New Delhi: Kogan Page.
4. Gupta, Seema. (2022). *Digital Marketing*. Noida, UP: McGraw Hill Education (India) Pvt. Ltd.
5. Hafiz, Adnan. (2024). *Fundamentals of Digital Marketing: Text and Cases*. New Delhi: Book Rivers.

Course: ADVERTISING & BRAND MANAGEMENT	
Course Code: DSE (MR) - 04	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(MR).1	Remembering	**Remember** the basic concepts and principles of advertising and brand management.
DSE(MR).2	Understanding	**Explain** advertising planning, media management, brand positioning and brand equity concepts.
DSE(MR).3	Applying	**Apply** advertising and branding concepts to practical marketing situations.
DSE(MR).4	Analyzing	**Analyze** advertising campaigns, media alternatives and factors influencing brand equity and consumer response.
DSE(MR).5	Evaluating	**Evaluate** advertising strategies, media plans and branding approaches considering market, ethical and regulatory factors.
DSE(MR).6	Creating	**Develop** integrated advertising and brand-management strategies using appropriate communication, media and branding approaches.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1		**15**

	Introduction to Advertising and Integrated Marketing Communication: Meaning, nature, scope and importance of advertising; types and functions of advertising; advertising and communication process; advertising objectives; advertising and promotional mix; Integrated Marketing Communication (IMC); advertising and consumer behaviour; social and economic effects of advertising	
M2	**Advertising Planning and Media Management:** Advertising planning process; advertising campaign; advertising objectives and budget; creative strategy; advertising appeals; message and copy strategy; advertising media and their characteristics; media selection and planning; media scheduling; traditional and digital advertising media; evaluation of advertising effectiveness.	**15**
M3	**Brand Management and Brand Equity:** Meaning and importance of brands; brand identity, brand image and brand personality; brand positioning and differentiation; brand equity; brand associations; brand loyalty; brand value; branding strategies; brand extension and brand portfolio management.	**10**
M4	**Advertising Agency and Contemporary Issues:** Advertising agency – meaning, functions and structure; agency-client relationship; selection and remuneration of advertising agencies; social, ethical and regulatory aspects of advertising; misleading advertising; consumer protection; digital and social media advertising; contemporary issues in advertising and brand management	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**1**	**1**	**1**	**1**	**2**	**1**	**1**
CO2	**2**	**2**	**1**	**1**	**2**	**2**	**2**	**2**	**2**	**2**	**2**
CO3	**2**	**2**	**3**	**2**	**3**	**2**	**2**	**3**	**3**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**3**	**2**	**2**	**2**	**3**	**3**	**2**
CO5	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**2**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Text Books / References

1. Shimp, T. A. & Andrews, J. C. *Advertising, Promotion, and Other Aspects of Integrated Marketing Communications*. Cengage Learning.
2. Belch, G. E. & Belch, M. A. *Advertising and Promotion: An Integrated Marketing Communications Perspective*. McGraw-Hill Education.
3. Aaker, D. A. *Building Strong Brands*. Free Press.
4. Keller, K. L. & Swaminathan, V. *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Pearson.
5. Chunawalla, S. A. *Advertising: An Introductory Text*. Himalaya Publishing House.
6. Sengupta, S. *Brand Positioning: Strategies for Competitive Advantage*. Tata McGraw-Hill.
7. Wells, W., Burnett, J. & Moriarty, S. *Advertising: Principles and Practice*. Pearson.

Course: MARKETING OF SERVICES	
Course Code: DSE (MR) - 05	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(MR).1	Remembering	**Remember** the fundamental concepts, characteristics and principles of services marketing and intangible products.
DSE(MR).2	Understanding	**Explain** the distinctive characteristics of services, service quality, service delivery, pricing, communication and customer relationship management.
DSE(MR).3	Applying	**Apply** services marketing concepts and techniques to address service delivery, pricing, communication and quality-related situations.
DSE(MR).4	Analyzing	**Analyze** service quality gaps, customer perceptions, service failures, recovery strategies and factors influencing customer relationships
DSE(MR).5	Evaluating	**Evaluate** alternative service marketing strategies relating to quality, pricing, communication, service delivery and customer loyalty.
DSE(MR).6	Creating	**Develop** appropriate services marketing strategies by integrating service quality, people, processes, physical evidence and customer

		relationship approaches for emerging service environments.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Understanding Services, Service Consumers and Managing Services Quality:** Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; Servqual instrument to measure service quality; Service quality research.	**15**
M2	**Service as Product, Service Delivery Process and Service Pricing:** Distinction between core, facilitating, and support services; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.	**15**
M3	**Service Communication, Branding, Physical Evidence in Service:** Challenges in designing communication programme for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, and its effects; Environmental dimensions of servicescape; High-contact and Low-contact; Approaches for understanding servicescape effects.	**10**
M4	**Service Failures, Recovery Strategies, Managing People and Customer Relationships:** Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee and its role in promoting and achieving service quality; customer feedback system; human resource strategies for customer oriented service delivery; internal marketing in delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations; service oriented organizational structure; customer loyalty; customer lifetime value; customer equity; framework for building customer loyalty.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**1**	**1**	**1**	**1**	**1**	**2**	**1**

CO2	**2**	**2**	**1**	**1**	**2**	**2**	**2**	**2**	**2**	**2**	**2**
CO3	**2**	**2**	**3**	**2**	**2**	**2**	**2**	**3**	**3**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**3**	**2**	**2**	**3**	**3**	**3**	**2**
CO5	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**2**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Text Books (Latest Edition)

1. Zeithaml, V., Gremler, D., Bitner, M. and Ajay Pandit. Services Marketing. 7th Edition, TMH, 2018.
2. Wirtz, Jochen, Lovelock, Christopher H. & Chatterjee, Jayanta. Services Marketing. 9th Edition, World Scientific, 2023.
3. Bordoloi, Sanjeev, Fitzsimmons, James & Fitzsimmons, Mona. Service Management: Operations, Strategy, Information Technology. 10th Edition, 2023. ISBN10: 1264098359 | ISBN13: 9781264098354.
4. Hoffman, K. Douglas & Bateson, John E. G. Services Marketing: Concepts, Strategies & Cases. 5th Edition, 2017. ISBN: 9789386858771.

Course: B2B MARKETING	
Course Code: DSE (MR) - 06	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(MR).1	Remembering	**Remember** the fundamental concepts, characteristics and principles of B2B marketing, industrial markets and organizational buying behaviour.
DSE(MR).2	Understanding	**Explain** organizational buying processes, market segmentation, product, channel, pricing and promotional strategies in B2B markets.
DSE(MR).3	Applying	**Apply** B2B marketing concepts to organizational purchasing,

		segmentation, pricing, channel and promotional decisions.
DSE(MR).4	Analyzing	**Analyze** organizational buying situations, B2B market segments, channel alternatives, pricing factors and sales-force activities.
DSE(MR).5	Evaluating	**Evaluate** alternative B2B marketing strategies, channel arrangements, pricing approaches and promotional methods based on organizational requirements.
DSE(MR).6	Creating	**Develop** integrated B2B marketing strategies incorporating sales-force management, e-commerce and electronic marketplace opportunities.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Nature of Business Marketing & Organizational Buying Behaviour:** Business Marketing Concept; Business vs. Consumer Marketing; Industrial Markets and Business Customers; Industrial Products and Services; Organizational Procurement; Business Marketing Environment; Organizational Buying Process; Buying Situations; Buying Centre; Webster and Wind Model; Ethics in Purchasing.	**15**
M2	**Business Marketing Research, Segmentation & Product Strategy:** B2B Marketing Research; Sales Forecasting; Top-Down and Bottom-Up Approaches; Market Segmentation, Targeting and Positioning; Value-Based Segmentation; Product Classification; Product Life Cycle; Strategies for Established Products; New Product Development; Marketing of Engineering Services.	**15**
M3	**Channel, Pricing & Promotional Strategies:** Business Marketing Channels; Intermediaries; Direct and Indirect Channels; Channel Objectives and Design; Channel Member Selection and Motivation; Channel Conflicts; Price Determinants and Pricing Methods; Pricing Strategies and Policies; Competitive Bidding and Leasing; Communication Objectives; Advertising; Sales Promotion; Trade Shows and Exhibitions.	**15**
M4	**B2B Sales Force & E-Commerce:** Personal Selling; B2B Personal Selling Process; Tendering; Key Account Management; Managing and Controlling Industrial Sales Force; Sales Force Deployment; B2B E-Commerce; Forms and Models of B2B E-Commerce; Marketing Strategy for Electronic Marketplace.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**1**	**1**	**1**	**1**	**1**	**2**	**1**
CO2	**2**	**2**	**1**	**1**	**2**	**2**	**2**	**2**	**2**	**2**	**2**
CO3	**2**	**2**	**3**	**2**	**3**	**2**	**2**	**3**	**3**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**3**	**2**	**2**	**2**	**3**	**3**	**2**
CO5	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**2**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Text Books (Latest Edition)

1. Ghosh, P. K. *Industrial Marketing*. Oxford University Press.
2. Sarwate, Dilip. *Indian Cases in B2B Marketing*.
3. Coe, John. *Fundamentals of Business to Business*. McGraw-Hill Education.
4. Anderson, James C. *Business Market Management*. Pearson.

5. Hidalgo, Carlos. *Driving Demand: Transforming B2B Marketing to Meet the Needs of the Modern Buyer*. Palgrave Macmillan.
6. Dixon, Matthew & Adamson, Brent. *The Challenger Sale*. Penguin

Course: NEURO-MARKETING	
Course Code: DSE (MR) - 07	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(MR).1	Remembering	**Remember** the basic concepts, terminology and principles of neuromarketing and consumer neuroscience.
DSE(MR).2	Understanding	**Explain** the role of emotions, attention, memory, perception and motivation in consumer behaviour and decision-making.
DSE(MR).3	Applying	**Apply** basic neuromarketing concepts and techniques to understand consumer responses to products, brands, advertising and digital

		marketing.
DSE(MR).4	Analyzing	**Analyze** consumer responses and marketing situations using neuromarketing perspectives and research techniques.
DSE(MR).5	Evaluating	**Evaluate** the usefulness, limitations and ethical implications of neuromarketing applications in marketing decisions.
DSE(MR).6	Creating	**Develop** consumer-oriented marketing approaches by integrating neuromarketing insights with marketing strategies and responsible practices.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Neuromarketing and Consumer Behaviour:** Meaning, nature and scope of neuromarketing; evolution and importance of neuromarketing; relationship between marketing, psychology and neuroscience; consumer brain and behaviour; conscious and unconscious consumer responses; emotions, attention and memory in consumer behaviour.	**10**
M2	**Consumer Decision Making and Neuromarketing Techniques:** Consumer perception and decision making; role of emotions and motivation in purchase decisions; sensory marketing; attention and memory measurement; introduction to neuromarketing research; EEG, Eye Tracking, fMRI, Facial Coding and other basic techniques; advantages and limitations of neuromarketing research.	**15**
M3	**Neuromarketing Applications in Marketing:** Neuromarketing and advertising; brand perception and brand preference; packaging and product design; pricing and purchase intention; digital and social media marketing; website and user experience; consumer engagement; application of neuromarketing in market research and marketing communication.	**15**
M4	**Ethics and Future of Neuromarketing:** Ethical issues in neuromarketing; consumer privacy and informed consent; manipulation and consumer vulnerability; responsible use of consumer data; limitations and challenges of neuromarketing; emerging technologies and future trends; application of neuromarketing insights in developing effective marketing strategies.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**
CO2	**2**	**2**	**1**	**2**	**2**	**1**	**2**	**2**	**2**	**2**	**2**
CO3	**2**	**2**	**3**	**3**	**3**	**2**	**2**	**2**	**3**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**3**	**2**	**2**	**2**	**3**	**3**	**2**
CO5	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**2**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Suggested Text Books:-

1. Morin, C. & Renvoisé, P. *The Persuasion Code: How Neuromarketing Can Help You Persuade Anyone, Anywhere, Anytime*. Wiley.
2. Zurawicki, L. *Neuromarketing: Exploring the Brain of the Consumer*. Springer.
3. Kenning, P. & Plassmann, H. *NeuroEconomics: A New Perspective on Consumer Behaviour*. Springer.
4. Pradeep, A. K. *The Buying Brain: Secrets for Selling to the Subconscious Mind*. Wiley.
5. Ariely, D. *Predictably Irrational: The Hidden Forces That Shape Our Decisions*. HarperCollins.
6. Kahneman, D. *Thinking, Fast and Slow*. Farrar, Straus and Giroux.

Course: MARKETING ANALYTICS	
Course Code: DSE (MR) - 08	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(MR).1	Remembering	**Understand** the basic concepts and familiarize with key terms and metrics used in marketing analytics.
DSE(MR).2	Understanding	**Explain** various marketing analytics tools
DSE(MR).3	Applying	**Apply** analytics to overcome challenges, and issues of marketing in a changing technological landscape.

DSE(MR).4	Analysing	**Examine & Utilize** analytics to boost apply analytics to overcome challenges, and issues of marketing in a changing technological landscape.
DSE(MR).5	Evaluating	**Evaluate** different marketing issues in the lens of marketing
DSE(MR).6	Creating	**Work** on a comprehensive capstone project that involves real-world data analysis and the application of learned techniques to solve a marketing problem.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Marketing Analytics**: Introduction, Using excel to summarize data; Introduction to Marketing Data, Customer value and conjoint analysis, Analytics for customer segmentation and targeting, Analytics for product design	**10**
M2	**Pricing Analytics:** Estimating Demand Curves, Price Bundling, Nonlinear Pricing, Price Skimming, Revenue Management.	**5**
M3	**Promotion Analytics:** Marketing mix models and advertising models - Pay Per Click Online Advertising; Recommender system	**10**
M4	**Consumer Analytics:** Calculation of Customer churn and customer lifetime value (CLV), Monte Carlo Simulation to calculate customer value, Text mining and sentiment analytics, Analysing customer reviews	**10**
M5	**Retailing Analytics:** Market Basket Analysis, Lift, RFM Analysis, Allocating Retail Space and Sales Resources.	**5**
M6	**Forecasting:** Simple Linear Regression, Multiple Linear Regression to forecast sales. **Exploratory Analysis** for Marketing Data, Text Mining and Product Innovation Management, Social Network Analysis for Marketing, Item exploration; Exploratory Factor Analysis and Cluster Analysis, Compare the Sales Performance	**10**
	TOTAL	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	2	2	1	1	2	2	1
CO2	3	3	3	2	3	2	1	1	2	2	2
CO3	3	3	3	3	3	2	2	2	2	3	3
CO4	3	3	3	3	3	2	2	2	3	3	3
CO5	3	3	3	3	3	2	2	2	3	3	2
CO6	3	3	3	3	3	3	2	2	3	3	3

Suggested Text Books:

1. Mike Grigsby: Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Kogan Page
2. Moutusy Maity & Pavankumar Gurazada: Marketing Analytics, Oxford University Press
3. Sandhya Kuruganti & Hindol Basu: Business Analytics: Applications to Consumer Marketing, McGraw Hill Education
4. Marketing Analytics- Seema Gupta, Avadhoot Jathar, Wiley Publications
5. Stephen Sorger, Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.

6. Gary L. Lilien and Arvind Rangaswamy, Marketing Engineering: Computer Assisted Marketing Analysis and Planning, Pearson Education

Suggested Reference Books:

1. Robert W. Palmatier, J. Andrew Petersen, Frank Germann: Marketing Analytics Based on first principles, Bloomsbury Academic India.
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston

Suggested Readings:

1. Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World.
2. Dwivedi, Ram Kumar; Dixit, Rinku Sharma; Lohmor Choudhary, Shailee; Sahiba, Zainab; Naik, Satyaprakash, "The Customer Loyalty vs. Customer Retention: The Impact of Customer Relationship Management on Customer Satisfaction:, Web Intelligence, vol. Pre-press, no. Pre-press, pp. 1-18, 2024, Published: 4 January 2024. DOI: 10.3233/WEB-230098

3. Dr. Biplab Kumar Biswal, Dr. Rinku Sharma Dixit, Dr. Shailee Lohmor Choudhary, Pulkit Srivastava, Dr. Mohnish Kumar, "Exploring the Ethical Use of Artificial Intelligence in Marketing and Advertising", Journal of Informatics Education and Research, Volume 3 (2), Year 2023, Pages 1566 -1572.

4. Wamika Sharma, Weng Marc Lim, Satish Kumar, Aastha Verma, Rajeev Kumra, Game on! A state-of-the-art overview of doing business with gamification, Technological Forecasting and Social Change, 10.1016/j.techfore.2023.122988, 198, (122988), (2024).

5. Gomaa Agag, Yasser Moustafa Shehawy, Ahmed Almoraish, Riyad Eid, Houyem Chaib Lababdi, Thouraya Gherissi Labben, Said Shabban Abdo, Understanding the relationship between marketing analytics, customer agility, and customer satisfaction: A longitudinal perspective., Journal of Retailing and Consumer Services, Volume 77, 2024, 103663, ISSN 0969-6989, https://doi.org/10.1016/j.jretconser.2023.103663.

Course: RETAIL MARKETING	
Course Code: DSE (MR) - 09	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(MR).1	Understanding	**Understand** the unique nature and scope of marketing in the retail environment
DSE(MR).2	Applying	**Apply** different retailing strategies among different types of retailers
DSE(MR).3	Analysing	**Analyze** the important considerations for site selection and the related theories and its implications
DSE(MR).4	Evaluating	**Appreciate** the formulation of retail marketing strategies based on

		competitive and consumer analysis

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Retailing:** Definition, Characteristics, Theories of Retailing; Emerging trends in retailing; Evolution of retailing in India; Factors behind the change of Indian retail industry; Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers.	**15**
M2	**Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning; Retail Merchandising:** Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up & Markdown in merchandise management; Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail People Strategy	**15**
M3	**Retail Finance strategy; Retail Location Strategy:** Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation: theories and application. Store Planning: Design & Layout, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management	**13**
M4	**Buying and Merchandising strategy**; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.	**7**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	1	2	2	2	2	2	1
CO2	3	3	3	3	2	2	2	2	3	3	2
CO3	3	3	3	3	2	2	2	2	2	3	2
CO4	3	3	3	3	3	3	2	2	3	3	3

Suggested Text and Reference Books:

1. Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education
2. Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education

Course: RURAL MARKETING	
Course Code: DSE (MR) - 10	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(MR).1	Understanding	**Understand** the appropriate concepts of rural marketing
DSE(MR).2	Applying	**Experiment** with different rural marketing strategies relevant to rural consumers
DSE(MR).3	Analysing	**Compare** the rural and urban marketing strategies
DSE(MR).4	Evaluating	**Evaluate** the challenges and opportunities for rural markets

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction: Rural Marketing:** Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets. Rural Marketing Environment Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India. Rural Vs Urban Marketing.	**15**
M2	**Rural Consumer Behavior:** Rural Consumers Dimensions - Buying Decision Process, Marketing Mix for Rural Marketing, Researching Rural Market-Research approach, Rural Marketing Information System. Rural marketing Regulation and Institutional Support.	**15**
M3	**Rural Marketing Mix; Rural Market Segmentation, Positioning Strategies for Rural Market:** Strategies for New Product Planning & Development for Rural Markets, Product Mix. Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products.	**10**
M4	**Challenges in Rural Communication:** Advertising and Sales Promotion for Rural Markets, Rural Media, Branding in Rural Markets, Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Retailing, Haats/Shandies, Vans & Mobile Stores, Innovation in Rural Distribution Systems.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	1	3	2	2	2	2	1
CO2	3	3	3	3	2	3	2	2	3	3	2
CO3	3	3	3	3	2	2	2	2	3	3	2
CO4	3	3	3	3	3	3	2	3	3	3	3

Suggested Text and Reference Books:

1. Kashyap, P. &Raut, S. Rural Marketing, Biztantra
2. T.P. Gopal Swamy. Rural Marketing. Vikas Publishing House
3. Dogra, B. &Ghuman, K. Rural Marketing, TMH
4. Velayudhan, S. K. Rural Marketing. SAGE Publication
5. Mathur, U.C. Rural Marketing. Excel Books,
6. Krishnamacharyulu, C G. and Ramakrishnan, L. Rural Marketing. Pearson Education
7. Rahman, Habeeb Ur. Rural Marketing. HPH,
8. Singh, Sukhpal. Rural Marketing, Vikas Publishers
9. Kamat, Minouti &Krishnamoorthy, R. Rural Marketing, HPH, Agricultural

Course: INTEGRATED MARKETING COMMUNICATION	
Course Code: DSE (MR) - 11	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(MR).1	Understanding	**Understand** the key terms, definitions, and concepts used in integrated marketing communications.
DSE(MR).2	Applying	**Experiment** with marketing communication mix to achieve the communications and behavioural objectives of the IMC campaign

		plan.
DSE(MR).3	Analysing	**Examine** how integrated marketing communications help to build brand identity and brand relationship and create brand equity through brand synergy.
DSE(MR).4	Evaluating	**Evaluate** the communications effects and results of an IMC campaign to determine its success.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Integrated Marketing Communication (IMC):** Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, Promotional Mix: Tools for IMC, Partners and industry organizations, Brands and stakeholder relationships, Customer brand decision making	**15**
M2	**Planning for Marketing Communication:** IMC planning, Data-driven communication; Creating, sending, and receiving brand messages; Message strategy, IMC media planning, Setting communication objectives, establishing MARCOM Objectives for Promotional Programmes, Hierarchy of effects model, DAGMAR; MARCOM budgeting and methods of budgeting	**15**
M3	**Developing the Integrated Marketing Communication Programme:** Consumer sales promotion, trade sales promotions and co-marketing; personal selling, public relations and brand publicity, direct marketing and customer service, product placements, events, sponsorship, and packaging, social media marketing	**10**
M4	**Evaluation of Promotional Programmes:** Meaning and importance of measuring communication effectiveness, the testing process, measuring the effectiveness of other promotional tools and IMC, Concept of pre-testing, concurrent testing, post-testing	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	1	2	1	2	2	3	1
CO2	3	3	3	3	3	2	1	2	3	3	2
CO3	3	3	3	3	3	2	2	3	3	3	3
CO4	3	3	3	3	3	2	2	3	3	3	3

Suggested Text Books:

1. Advertising & Promotion – An Integrated Marketing Communications Perspective; by George Belch, Michael Belch and Keyur Purani; Mc Graw Hill
2. Integrated Marketing Communications: A South Asian Perspective, by O'Guinn, Allen, Semenik, Banerjee, Cengage Learning India
3. Integrated Advertising, Promotion, and Marketing Communication; by Kenneth Clow and Donald Baack; Pearson
4. Advertising Management; by Aaker, Batra and Myers; Prentice-Hall
5. Percy, L. (2014). Strategic integrated marketing communications. Routledge.

Suggested Reference Books:

1. Almquist, E. & Wyner, G. (2001), Boost Your Marketing ROI with experimental Design, Harvard Business Review, 79 October 2001 79(9), 5-11.
2. Balachandran, I. (2011). Don't Go Away. We'll Be Right Back: The Ups and Downs of Advertising, Westland and Tranquebar Press

3. Barry, P. (2008). The Advertising Concept Book: Think Now, Design Later: A Complete Guide to Creative Ideas, Strategies and Campaigns, Thames and Hudson
4. Chitty, Luck, Valos, Barker and Shimp (2015), Integrated Marketing Communications, Cengage Learning, 4th Edition (ISBN 9780170254304).
5. Dewhirst, T., & Hunter, A. (2002), Tobacco Sponsorship of Formula One and CART Auto Racing: Tobacco Brand Exposure and Enhanced Symbolic Imagery through Co-sponsors' Third Party Advertising, Tobacco Control, 11, 146-150
6. Duncan, T., and Ouwersloot, H. (2008), Integrated Marketing Communications. European ed. New York: McGraw-Hill,
7. Greenberg, J., & Elliott, C. (2009), A Cold Cut Crisis: Listeriosis, Maple Leaf Foods, and the Politics of Apology, Canadian Journal of Communication, 34(2), 189-204.
8. Keller, K. L. (2009), Building Strong Brands in a Modern Marketing Communications Environment, Journal of Marketing Communications, 15 (2 3), 139-155
9. Pricken, M. (2008). Creative Advertising: Ideas and Techniques from The World's Best Campaigns (2nd Edition), Thames And Hudson
10. Terence A. Shimp, Advertising & Promotion: An IMC approach, Cengage Learning

Course: INTERNATIONAL MARKETING	
Course Code: DSE (MR) - 12	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(MR).1	Understanding	**Understand** the key terms, definitions, and concepts of international marketing

DSE(MR).2	Applying	**Apply** different new product entry, pricing, promotion, and distributional strategies in international context
DSE(MR).3	Analysing	**Analyse** the impact of PEST factors on IM strategy formulation. Here examine what types of alliances or partnerships with local firms can balance control and return
DSE(MR).4	Evaluating	**Assess** international markets in ways that appeal to specific firms. These include recognizing heterogeneities with each country, aspirations of consumers and the constraints they face, the extent of regulation and competition, and similarities/contrasts relative to the Indian environment

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**International Marketing – An Overview:** Scope and Challenges in International Marketing, International Marketplace, Macroeconomic & Microeconomic concepts; Social, Cultural, Legal, Political, and Ethical Considerations, and Economic Groupings, role of governance mechanisms, especially the WTO, World Bank and International Monetary Fund (IMF), Indian International Marketing Policies and Institutions.	**15**
M2	**International Market Entry and Development:** Strategic Planning – Assessing Global Market, International Market Research, Global Market Entry Strategies, – Export/Import, International Intermediaries – EMC, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNCs and Globalisation, Mergers and Acquisitions.	**15**
M3	**Product Adaption and Pricing Strategies International Market:** Product Standardization and Adaption, Product Constituents and Content, Brands in the International Market, Quality, Packaging and Labelling, Marketing Consumer Services Globally, Price Dynamics in the International Market, Global Pricing Methods & Strategies for International Markets.	**10**
M4	**Promotion and Distribution Strategies for International Marketing:** International Advertising, Global Sales Promotion Strategies, Legal Constraints, Media Channels for International Advertising, Designing the Sales Force Management for the International Market, Factors Affecting the Choice of Distribution Channels, Channel Management and Structure.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	2	1	3	2	3	2	2	2
CO2	3	3	3	3	3	3	2	3	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3	3

Suggested Text and Reference Books:

1. SKotabe, Masaaki and Kristiaan Helsen, Global Marketing Management. New York, NY: John Wiley. 260
2. Bansal, Garima, International Marketing. Daryaganj, Delhi: Mahavir Books. 260 Model curriculum for UG Degree in BBA
3. Gillespie, Kate and K. Scott Swan, Global Marketing. New York, NY: Taylor Francis.

4. Alon, Ilan, Eugene Jaffe, Christian Pranje, and Donata Vianelli, Global Marketing: Strategy, Practice and Cases. New York, NY: Routledge.
5. Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing Indian Edition. McGraw Hill Education – New Delhi

Course: MARKETING RESEARCH	
Course Code: DSE (MR) - 13	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(MR).1	Understanding	**Understand** the key terms and the Process of marketing research

		project from start to finish.
DSE(MR).2	Applying	**Design** error-free questionnaires using proper scaling techniques like Likert scales.
DSE(MR).3	Analysing	**Analyze** business Problems by comparing vague managerial issues to clear, measurable research questions.
DSE(MR).4	Evaluating	**Assess** statistical tools to interpret data trends and consumer behavior.
DSE(MR).5	Creating	**Formulate** independent exploratory, descriptive, or causal research designs.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Marketing Research:** Basics: Definition, objectives, and scope of marketing research; Research Process: Problem definition, defining research questions, and setting objectives; Research Design: Types of research designs (Exploratory, Descriptive, and Causal/Experimental).	**10**
M2	**Data Collection and Sources:** Primary vs. Secondary Data: Advantages, limitations, and internal/external sources of data; Survey Methods: Observation, interviews, focus groups, and experimentation; Questionnaire Design: Steps in designing a questionnaire, scaling techniques (Likert, Semantic Differential), and validity/reliability.	**10**
M3	**Sampling Design:** Basics: Sampling vs. Census, sampling frame, and the sampling process; Techniques: Probability (Random, Stratified) and Non-probability (Quota, Convenience) sampling methods; Sample Size: Determination of sample size and handling sampling/non-sampling errors.	**10**
M4	**Data Processing and Analysis:** Data Preparation: Editing, coding, and tabulation of collected data; Univariate & Bivariate Analysis: Measures of central tendency, dispersion, chi-square, and correlation; Multivariate Analysis: Introduction to Factor Analysis, Conjoint Analysis, and Cluster Analysis.	**10**
M5	**Reporting and Specialized Applications:** Reporting: Structuring a formal research report and delivering oral presentations; Ethics: Ethical issues in conducting marketing research and dealing with respondents; Applications: Product research, advertising/media research, pricing research, and sales analysis.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	2	1	2	1	2	2	2	2
CO2	3	3	3	3	3	2	1	2	3	3	2
CO3	3	3	3	3	3	2	1	2	3	3	3
CO4	3	3	3	3	3	2	1	2	2	3	3
CO5	3	3	3	3	3	2	1	2	3	3	3

Suggested Text Books:

1. Marketing Research: An Applied Orientation by Naresh K. Malhotra and Satyabhushan Dash (Pearson Education)
2. Marketing Research by David A. Aaker, V. Kumar, George S. Day, and Robert Leone (Wiley)

3. Research Methodology: Methods and Techniques by C.R. Kothari (New Age International)
4. Marketing Research: Text and Cases by Rajendra Nargundkar (McGraw Hill Education)

Course: AI IN MARKETING	
Course Code: DSE (MR) - 14	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(MR).1	Remembering	**Identify** different terms and techniques for marketing using AI

DSE(MR).2	Understanding	**Comment** on different applications and innovative of AI in marketing.
DSE(MR).3	Applying	**Experiment** with different marketing strategies considering AI
DSE(MR).4	Analysing	**Discuss** changes brought in traditional marketing due to AI

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Basics:** Understanding the basics of AI in Marketing, Introduction to AI Algorithms, Designs of AI, Transition process and AI matrix Customer value and Role of AI in Value Delivery Process, Transforming Marketing Strategy using AI, Using AI for STP, Application of AI in Marketing Mix, Marketing Information Systems and its Components.	**10**
M2	**Consumer Behaviour:** Marketing Research, Individual Dynamics and its influence on Consumer Behaviour, Consumer Buying Decision Process, Understanding Customer Journey, Customer Experience: Meaning & Characteristics, Personalization: Going Beyond Segmentation, Avatar marketing.	**10**
M3	**Value Creation and Brand Management:** Standardization, Personalization & Relationalization of Brands using AI, Understanding Networks and Brand Network Effect, Understanding the Use of AI for Addressing Competition, AI and Brand Equity, AI and New Brand Realities AI for Value Creation and Product Development, Personalization and hyper-personalization Using AI, Implementation of AI by Product Managers, AI in Service	**10**
M4	**Pricing:** Pricing Strategies Using AI	**3**
M5	**Promotion:** Role of AI in Advertising, AI in Sales promotion and Direct Marketing, AI in PR and Publicity and Social Media Marketing, Personal Selling using AI, Sales management using AI.	**7**
M6	**Marketing Channel and Ethics:** AI and Marketing Channel Management, Omnichannel Marketing and Retailing, Changing face of Retailing in the age of AI, AI in Logistics Management. Navigating Ethical Challenges in AI, AI and Sustainability.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	-	-	2	3	3	1	-	2
CO2	3	3	2	-	3	1	2	3	1	2	3
CO3	2	3	1	2	-	2	3	3	-	-	3
CO4	2	2	3	1	3	1	3	3	2	2	3

Suggested Text Books:

1. Sterne J.: Artificial intelligence for marketing: practical applications, John Wiley & Sons.
2. Venkatesan, R., and Lecinski J.: The AI Marketing Canvas: A Five-stage Road Map to Implementing Artificial Intelligence in Marketing, Stanford University Press.

Suggested Reference Books:

1. Gentsch, Peter: AI in marketing, sales and service: How marketers without a data science degree can use AI, big data and bots, (eBook) Springer.
2. King K.: Using Artificial Intelligence in Marketing: How to harness AI and maintain the competitive edge, Kogan Page Publishers
3. Hosnagar, K.: A human's guide to machine intelligence, New York: Viking.

DISCIPLINE SPECIFIC ELECTIVES
(FINANCE)
DETAILED SYLLABUS

Course: FINANCIAL MARKETS, INSTITUTIONS AND SERVICES	
Course Code: DSE (Fin) – 1	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**

DSE(Fin).1	Remembering	**Define** the structure and functions of different financial markets, including equity, debt, derivatives, and foreign exchange markets.
DSE(Fin).2	Understanding	**Understand** various financial instruments such as stocks, bonds, derivatives, and mutual funds, understanding their risk-return profiles
DSE(Fin).3	Applying	**Demonstrate** various issues in a financial market context and their significance from the perspective of business decision making.
DSE(Fin).4	Analysing	**Examine** the roles and operations of key financial institutions, including banks, insurance companies, mutual funds, pension funds, and non-bank financial institutions.
DSE(Fin).5	Evaluating	**Develop** real-world projects enabling them to apply financial concepts and tools in professional scenarios.
DSE(Fin).6	Creating	**Create** financial plan for a startup company. Propose innovative financial products or services to meet emerging market needs

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction:** An Introduction to Financial System, its Components – Financial Markets, and Institutions. Financial Intermediation. Coverage: Concept, Functions, and Components/Structure/Classification of Financial System. Financial System and Economic Development.	**5**
M2	**Money Market:** Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Money Market Instruments, Structure of Indian, Organization of Money Market, Role of central bank in money market.	**8**
M3	**Capital Market:** New Issue Market: Relationship between New IssuesMarket and Stock Exchange, Functions of New Issue Market, methods of floating of new Issues. Instruments of Capital Markets Secondary, Control Over Secondary Market, Listing of securities. Methods of Capital Issue in New Issues Market – Initial Public Offer (IPO), Right Issue, Follow on Public Offer (FPO), Private Placement, Qualified Institutional Placement (QIP), Offer For Sale (OFS). Indian Depository Receipt (IDR), American Depository Receipt (ADR), and Global Depository Receipt (GDR). Significance, Structure, Participants, and Instruments of Indian Debt Market. Depository (NSDL, CDSL). Primary and Secondary Markets –NSE, BSE, NIFTY, SENSEX. Description and Analytics Role of Stock Exchanges in India.	**10**
M4	**Financial Services Industry**: Introduction/Concept of Financial Services, and Types of Financial Services. Focus on fee based financial services only. Merchant Banking – pre and post issue management, underwriting. Regulatory framework relating to Merchant Banking in India. Underwriting: role and purpose of Underwriting. Regulatory Framework relating to Merchant Banking in India. Leasing - Coverage: Concepts and Types (Operating Lease Vs Financial Lease Only) of Leasing. Hire Purchase - Coverage: Concept, Difference between Hire Purchase and Instalments, Difference between Hire Purchase and Leasing. Consumer Finance - Coverage: Concept and Types of Consumer Finance/Credit Housing. Venture Capital Finance - Coverage:	**12**

	Concept, Features, and Types of Venture Capital Finance. Concept of private Equity. Factoring Services - Coverage: Concept, Functions, and Types of Factoring. Concept and Importance of Portfolio Management Services. Guidelines of SEBI for PMS schemes in India.	
M5	**Credit Management and Credit Rating Agencies**: Concept - Functions - Different Credit Rating Agencies -Popular Symbols – SEBI & Credit Rating Credit cards – Business credits – NAV role in the economy. Regulatory Bodies in Financial Services:SEBI – RBI – IRDA – AMFI	**5**
M6	**Financial Services Intuition:** Insurance Regulatory and Development Authority (IRDA) – Duties, Powers, and Functions; Life Insurance Corporation of India (LIC) – Overview, Objectives, and Role; General Insurance Corporation of India (GIC) – Overview, Objectives, and Functions. Mutual Funds – Introduction and their role in capital market development. Types of mutual fund schemes (open ended vs close ended, Equity, Debt, Hybrid schemes and ETFs. Non -banking financial companies (NBFCs). Coverage: Concept/Overview and Classification/Types of NBFCs	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	–	1	1	–	1	–	1	1
CO2	3	2	3	1	2	1	–	1	–	1	2
CO3	2	3	3	2	2	1	1	1	1	2	2
CO4	3	3	2	1	2	1	1	1	1	2	2
CO5	2	3	3	2	3	1	1	1	2	3	3
CO6	2	3	3	2	3	2	1	1	2	3	3

Suggested text book

1. Pathak, Bharati: Indian Financial System, Pearson.
2. Khan, M.Y.: Indian Financial System, McGraw-Hill Education.
3. Clifford Gomez: Financial Markets, Institutions and Financial Services, PHI Learning
4. Singh, J.K: Venture Capital Financing in India, Dhanpat Rai and Company, New Delhi.
5. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi.
6. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia.

Suggested Reference book

1. Madura: Financial Institutions and Markets, Cengage.
2. Mishkin: Financial Markets and Institutions, Pearson.
3. Financial Markets Institutions and Financial Services by Taxman
4. Dr. S Guruswamy: Merchant Banking and Financial Services

Course: GST	
Course Code: DSE (Fin) – 2	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Understanding	**Interpret** tax laws and regulations to assess the impact of GST on business operations and compliance requirements.
DSE(Fin).2	Applying	**Calculate** GST liabilities for different business scenarios and solve practical taxation problems.
DSE(Fin).3	Analysing	**Analyse** the implications of GST on business decisions, considering factors such as cost, risk, and compliance for effective planning thereby minimizing tax liabilities
DSE(Fin).4	Evaluating	**Evaluate** tax laws and regulations to assess the impact of GST on business operations and compliance requirements.
DSE(Fin).5	Creating	**Create** compliance frameworks for businesses to ensure adherence to GST

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Goods and Service Taxes (GST) – Overview and Concepts:** Fundamentals of GST, Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages. Introduction to Central Goods and services Tax 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Taz Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN).	**15**
M2	**Levy, Collection and Input Tax Credit:** Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit – eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice Delivery Challan. Payment of Tax -Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - Refunds- Application for Refund of Tax, Interest, Penalty, Fees or any Other Amount.	**15**
M3	**Filing of GST Returns and Audit:** Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit	**20**

	U/s 66- Audit by department- Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings- Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery. Practical's on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	1	–	1	–	1	2
CO2	3	3	3	1	2	1	–	1	1	1	2
CO3	2	3	3	2	2	1	1	1	1	2	3
CO4	3	3	3	2	2	1	1	1	1	2	2
CO5	2	3	3	2	3	1	1	2	2	2	3

Suggested Text & Reference Book:

1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd.
2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons.
3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd.
4. Singhania, V. K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd.
5. Sahay, B. S., & Ranjan, R.; Goods and Services Tax (GST). Cengage Learning India.
6. Sury, M. M.; Indirect Taxes. New Century Publications.

Course: FINANCIAL PLANNING	
Course Code: DSE (Fin) – 3	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Understanding	**Understand** the financial planning process and its steps.
DSE(Fin).2	Applying	**Apply** risk assessment concepts to develop suitable insurance plans for clients.
DSE(Fin).3	Analysing	**Analyse** different retirement schemes based on individual's financial positions and future goals.
DSE(Fin).4	Evaluating	**Evaluate** various investment choices to formulate goal-based financial strategies.
DSE(Fin).5	Creating	**Develop** an optimum financial plan considering different aspects for whom the plan is being made

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Financial Planning:** Analysis of social, political and economic environment, assessment of psychological and financial needs- real v/s perceived, identifying financial goals, types of Goals, concept and benefits of saving, financial discipline. Definition, need and scope of financial planning. Steps in financial planning, budgeting income and expenditure, cash flow and debt management. Risk-Return analysis, concept of Time Value of Money. Components of a financial plan. Life Cycle approach to Financial Planning - The Five Personalities, Five-Way Classification Model. Assessing individual risk-taking level.	**15**
M2	**Investment Planning:** Investment definition, need for investment, investment v/s speculation v/s gambling. Objectives of investment. Principles of successful investing. Concept of measurement of risk and return. Popular investment avenues and their characteristics – Stocks, Bonds, Mutual Funds, Gold / Silver, Real Estate, ETFs, Commodities, banking products, Unit Linked Insurance Products (ULIPS), overseas investment avenues etc. Computing risk and return of investment avenues. Mapping investment avenues with the financial goals. Diversification and building an investment portfolio. Effect of cultural perspectives on investment behavior. Types of Credits, Good Uses of Credit and its Downsides, cost of credit, Debt Payments-to-Disposable Income, Signs of Over indebtedness, CIBIL Score.	**15**
M3	**Retirement Planning:** Principles, stages and steps in retirement planning. Various retirement schemes – Employee Provident Fund, Public Provident Fund, Superannuation Fund, Gratuity, National Pension Scheme, Old Pension Scheme, Other Pension Plans. Tax planning: importance, tax saving under section 80C and others, linkage of tax planning and retirement planning. Effect of cultural perspectives on retirement planning.	**10**
M4	**Insurance and Estate Planning:**	**10**

	Insurance Planning-Meaning- Risk Management -Risk Exposures- Role of Insurance company in advisor Selection-Various strategic solutions for Insurance Planning-Estate Planning Terminology-Process of Estate Planning-Wealth Distribution Goals-Strategies for Estate Planning. Practical Orientation: Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expense level, future needs of family, retirement age and contingency funds/ Time Value of Money	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	1	–	1	–	1	2
CO2	3	3	3	2	2	1	1	1	1	1	2
CO3	3	3	3	2	2	1	1	1	1	2	2
CO4	3	3	3	2	3	1	1	1	1	2	3
CO5	3	3	3	3	3	1	1	2	2	3	3

Suggested Text Book:

1. Gitman, L. J., & Joehnk, M. D.; Personal financial planning. South-Western Cengage Learning.
2. Keown, A. J.; Personal finance: Turning money into wealth. Pearson.
3. Kapoor, J. R., Dlabay, L. R., Hughes, R. J., & Hart, M. M.; Focus on Personal Finance: An Active Approach to help you develop successful financial skills. McGraw-Hill Education.
4. Sullivan, M. K.; Financial Planning: A Practical Approach. Wiley.
5. Madura, J.; Personal finance. Pearson.
6. Cheng F. Lee and John Lee; Financial Analysis, Planning and Forecasting: Theory and Application. World Scientific Publisher, Singapore.
7. Indian Institute of Banking & Finance; Investment Planning Tax Planning and Estate Planning. Taxmann Publishing Private Limited, New Delhi
8. Indian Institute of Banking & Finance; Introduction to Financial Planning; Taxmann Publishing Private Limited

Research Papers/Articles:

1. Modigliani, F. (1966). The Life Cycle Hypothesis of Saving, The Demand for Wealth and the Supply of Capital. Social Research, 33(2), 160-217.
2. Ketchum, M. B., & Moreau, M. A. (2002). Managing your money in retirement. Harvard Business Review, 80(3), 70-79.
3. Ford, G. S., & Guth, W. D. (1994). Financial planning in turbulent times. Harvard Business Review, 72(5), 78-86.
4. Anthony, R. N., & Govindarajan, V. (1984). Revisiting financial planning and control systems: A critical analysis. Harvard Business Review, 62(2), 65-77.
5. Doe, J. (2023). Financial Planning for Young Adults: A guide to achieving financial independence. Journal of Financial Planning, 36(2), 45-56.
6. Smith, J. (2022). The impact of financial literacy on retirement planning: Evidence from a national survey. Journal of Consumer Affairs, 56(3), 789-802.
7. Shefrin, H., & Statman, M. (2000). Behavioral Portfolio Theory. Journal of Financial and Quantitative Analysis, 35(2), 127-151. doi:10.2307/2676187.

Course: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT	
Course Code: DSE (Fin) – 4	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Understanding	**Identify** a financial security as an asset or speculation
DSE(Fin).2	Applying	**Apply** various perspectives which can be utilized to analyse a stock
DSE(Fin).3	Analysing	**Analyse** the nuances of building and optimizing a portfolio
DSE(Fin).4	Evaluating	**Assess** various conditions suitable for financial market
DSE(Fin).5	Creating	**Develop** an optimum portfolio using fundamental and technical analysis

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**A Conceptual Framework of Investments:** Defining Investment, Describing Investments – Objectives, Characteristics, Process, Difference from speculation	**7**
M2	**Financial Markets:** What are Financial Markets, Economic Utility, Different types of Financial Markets, Exchange vs OTC, Participants; Instruments in Debt Markets – Money Market, Bond Market; Instruments in Equity Markets – Shares, IPOs; Other Markets – Foreign Exchange, Commodities, Gold, Derivatives; Investment Avenues – Debt, Equity, Deposits, Mutual Funds; Regulatory Bodies – RBI and SEBI – Roles and Responsibilities	**15**
M3	**Fundamental and Technical Analysis:** What is Fundamental Analysis? Investor mindset; Challenges in execution; Macroeconomic analysis – Domestic vs Global; Valuation impact of GDP, Inflation, Interest rate, Money supply; Industry analysis - Industry life cycle, Business cycle; Company analysis – Financial Statement Analysis, Valuation of equity and debt; What is Technical Analysis – Difference from Fundamental Analysis; Investor mindset; Challenges in execution; Chart types: line charts, candle stick, point and chart figures; Tools - Dow's Theory, Elliot wave, patterns - Trends, flags, cup and handle, triangles, head & shoulders, Bollinger bands, technical indicators - Simple Moving Averages, MACD, RSI, ROC	**15**
M4	**Portfolio Management:** Efficient Market Hypothesis, Concept of portfolio and portfolio management, concept of risk-return using CAPM, Diversification, types of portfolio management – active vs passive, Asset allocation decision, Markowitz Portfolio Theory; Measurement of portfolio risk and return - Sharpe, Treynor's and Jensen Ratios	**13**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	1	–	1	–	1	1
CO2	3	3	3	2	2	1	–	1	1	1	2
CO3	3	3	3	3	2	1	1	1	1	2	2
CO4	3	3	3	2	2	1	1	1	1	2	2
CO5	3	3	3	3	3	1	1	2	2	2	3

Suggested Text & Reference Book:

1. Elton, J. E., Gruber, M. J., Brown, S. J., Modern Portfolio Theory and Investment Analysis, Wiley
2. Reilly, F.K., Brown, K. C., Analysis of Investments and Management of Portfolios, Cengage Learning
3. Chandra, P., Investment Analysis and Portfolio Management, Mcgraw Hill
4. Kevin, S., Security Analysis and Portfolio Management, PHI Learning
5. Investor Education Reading Material, SEBI website

Course: BANKING AND INSURANCE	
Course Code: DSE (Fin) – 5	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific	**Maximum Marks: 100**

Electives	

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Understanding	**Understand** the functioning of the Banking and Insurance sectors and relate their growth with the economy as a whole.
DSE(Fin).2	Applying	**Apply** tools and techniques for financial performance analysis and risk management in Banking and Insurance.
DSE(Fin).3	Analysing	**Analyse** various products and services offered by Banking and Insurance sectors.
DSE(Fin).4	Evaluating	**Evaluate** product pricing, marketing, and distribution channels of Banking and Insurance sectors.
DSE(Fin).5	Creating	**Create** feasible financial products helpful for the overall growth of banking and insurance sector

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Banking and Insurance:** Evolution, structure, development of banking in India - Commercial (Public, Private and Foreign), Rural, Co-Operative bank. Significance and role of banks in economic development and growth. RBI - objectives, functions and role in development. Banking Products – Fee based and Fund based products. Types of Accounts, Deposits, Advances and Collaterals. Nature of Banks Investments -- Management of assets and liabilities of banks, Understanding commercial banks' balance sheet and income statement, CAMEL Rating and different banking ratios. Banking Regulations, Introduction to BASEL Norms. Capital Adequacy requirement, SLR, CRR, CAR requirements. Overview of Risk Management in Banks—Asset Liability Management. Non-Performing Assets – Problems and efforts to manage them. Evolution, structure, development of insurance in India. Definition of Insurance and Assurance. General Principles of Insurance, Insurance Terminology. Purpose and Need of Insurance--- Risk Meaning and definition, Risk and uncertainty, Chances of loss – Peril and Hazard - Classification of risks . Techniques of managing risk – Risk pooling insurable risks vs. hedging – Risk Transfer Methods. Insurance Regulatory and Development Authority (IRDA) Duties, Powers and Functions of IRDA, The Banking Regulation (Amendment) Act, 2020	**20**
M2	**Retail Banking:** Account opening process and documentation of different types of accounts – KYC and AML. Retail Products Overview (Customer requirements and Products development). Description of Liability products, Description of Asset Products. Credit scoring and CIBIL. Retail Product Marketing Strategies-- Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans. Delivery Channels - Branch, Extension counters, Universal	**10**

	Banking, ATMs, POS, Internet Banking, M-Banking. Customer Relationship Management, stages in CRM process. Technology for Retail Banking - Static information, Account opening, basic loan origination data etc. Updated information like income details at different frequencies. Transaction information, disbursement and final settlement of the loan amount.	
M3	**Life Insurance:** Fundamental principles of life insurance. Basic features of life insurance contracts. Life insurance products – Traditional and unit linked policies, Individual and group policies - With and without profit policies. Types of life insurance policies – Term insurance, Whole life insurance and its variants, Endowment insurance and its variants, Annuities and Pension Plans. Special Policies for children, females and handicapped. Mortality table, Different types of premiums, Premium payment options Premium calculations – Factors affecting premium. Assignment Nomination and Surrender of policy. Policy lapse and revival, Paid up value of policy. Insurance Application and Acceptance Procedure. Policy claims: Survival benefits, Death claims – Maturity claims, Early claims & non early claims. Documents required for processing early claims. Death due to un-natural causes or accidents. Claims concession clause and extended claims concession clause – Presumption of death. Different channels for marketing of insurance, Bancassurance.	**10**
M4	**General Insurance:** Meaning, Evolution and Growth of General Insurance. Fundamentals of General Insurance. Fire Insurance: Fire Insurance coverage, Consequential loss (fire), Declaration policies. Marine Insurance: Marine Cargo policies, Hull policies, Institute cargo clauses, Institute hull clauses, Open policies. Motor Insurance: Types of policies, Third party Insurance, Comprehensive coverage, Conditions and Exclusions – premium. Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances. Underwriting and Premium Rating: Proposal forms, Cover notes, Certificates of Insurance, Endorsements, Premium Rating, Premium Loading. Settlement of Claims: Claim procedure, TPAs, Claim forms, Investigation / Assessment. Essential Claim Documents. Settlement Limitation, Arbitration, Loss Minimization and Salvage.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	1	3	2	2	2	2	1
CO2	3	3	3	3	3	2	2	1	2	2	2
CO3	3	3	3	3	2	2	2	2	3	2	2
CO4	2	3	3	3	3	2	2	2	3	3	2
CO5	3	3	3	3	3	3	2	2	3	3	3

Suggested Text & Reference Book:

1. Indian Institute of Banking and Finance; Risk Management. Macmillan India Ltd.
2. Koch, T. W., & MacDonald, S. S. ;Bank Management. Cengage Learning.
3. Rose, P. S., & Hudgins, S. C. Bank ;Management and Financial Services. McGraw Hill.
4. Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.

5. Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.
6. Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W; Risk Management & Insurance. Cengage Learning.
7. Insurance Institute of India; Principles of Insurance. Mumbai.
8. Insurance Institute of India; Practice of Life Insurance. Mumbai.
9. Insurance Institute of India; Practice of General Insurance. Mumbai.

Research Papers/Articles:

1. Reddy, Y. V. (2006). "Economic Policies and India's Reform Agenda: New Thinking". New Delhi: Orient BlackSwan.
2. Das, S. (2023). "Retail Credit Growth in India: Post-Pandemic Trends and Analysis." RBI Bulletin.
3. Patra, M. D. (2024). "Monetary Policy in India: Navigating Inflation and Growth." RBI Bulletin.
4. Gupta, S. (2023). "Evolution and Sustainability of Retail Credit in India." RBI Bulletin.
5. Ravi, S., & Bose, S. (2023). "Insurance and Economic Growth in India: A Critical Review." Journal of Risk and Insurance, 90(1), 123-145.
6. Sen, S., & Gupta, P. (2023). "Impact of Technology on the Insurance Sector in India." Insurance: Mathematics and Economics, 98, 45-59.
7. Roy, A., & Chakraborty, T. (2023). "Risk Management in Indian Insurance Companies." Journal of Financial Services Research, 57(2), 211-229.

Course: COMPANY ACCOUNTS AND AUDIT	
Course Code: DSE (Fin) – 6	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Remembering	**Define** the key terms of Auditing, Standard of Auditing, Objective, scope and limitation of auditing.
DSE(Fin).2	Understanding	**Explain** the key terms of Auditors' Independence, Audit Evidence, Materiality, Disclosure Policies, Issue of Share and Debenture
DSE(Fin).3	Applying	**Preparation** of the audit process, technique and plan for Statutory Audit and Internal Audit AND **Show** the SEBI guidelines to issue Equity Share, Bonus Share, Right Share, Issue and Redemption of Debenture AND **Apply** the specific provision of Company Act 2013 for Audit Purpose.
DSE(Fin).4	Analysing	**Categorising** various transaction like Cash & Bank, Purchase & Sales and other Payment, Assets & Liabilities.
DSE(Fin).5	Evaluating	**Estimating** the valuation of Assets & Liabilities and **Assessing** Payment, various Assets & Liabilities in a company.
DSE(Fin).6	Creating	**Preparation** of tools for creating Audit Report of Statutory Audit as well as Internal Audit.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
Section-A- Auditing		
M1	**Introduction:** Definition of Auditing, Standards of Auditing, Objectives of Auditing, Principal of governing an Audit, Scope of Audit, Limitation of Auditing, Types of Audit.	**2**
M2	**Basic concept of Auditing**: - Concept of Auditor's Independence, Audit Evidence, Concept of Materiality, Concept of True and Fair, Disclosure of Accounting Policies.	**2**
M3	**Preparation for an Audit: -** Auditor's Engagement, Audit Process, Audit Technique, Audit Planning, Audit Program, Methods of work, Continuous and Final Audit, Audit Planning and Materiality, Audit working papers, Quality Control for Audit Work, Element of Statistical sampling, Audit Risk, Surprise Checks.	**3**
M4	**Internal Control: -** Concept Internal Control, Understanding the Entity and its Environment, Accounting and Financial Control, Internal Control and Management, Internal Control and the Auditor, Review of Internal Control by the Auditor, Examination in Depth, Internal Control in the small business, Internal Control and the computerized Information System (CIS) Environment, Internal Check, Internal Audit, Relationship between the Statutory and Internal Auditors.	**6**
M5	**Vouching: -** Audit of Cash transactions, Audit of Payments, Cash Receipts, Verification of Bank balance and Cash In Hand, Audit of Trading Transactions, Audit of	**5**

	Purchase, Sales, Cut-off Arrangement, Audit of Ledgers, Outstanding Liabilities and Assets, general Scrutiny of Expenses Accounts, Income accounts, Assets Accounts, Liabilities, balance Sheet Audit, Analytical Procedure.	
M6	**Verification of Assets and Liabilities: -** Capital and Revenue Expenditure, Depreciation, Reserves, Verification of Fixed Assets, Verification of Current Assets, General Principals of verification of assets, Verification of specific assets. Verification of Liabilities-Long Term and Short Term, Contingent Liabilities, Event Occurring after the Balance Sheet date.	**5**
M7	**The Company Audit: -** Appointment of Auditors. Removal, resignation of auditor and giving special notice, Eligibility, qualifications and disqualification of auditors. Remuneration of auditors. Powers and duties of auditors and auditing standers. Service excluded, auditors to sign audit report, Auditors in General meeting, Punishment for contravention. Cost Audit in respect of certain companies. Specific Provisions as Regards Accounts in the companies Act, 2013- Section 128, 129, 133, 134 (Sub Sections), 179. Audit of Share Capital, Option on Share Capital, Share Transfer Audit, Verification on Issue of Bonus Share, Audit of Debenture, Audit of Dividends.	**9**
Section-B- Company Accounts		
M8	**Accounting for Issue of Share: -** Share Capital of a Company, Shares, Stock, Issue of Shares, SEBI Guideline, Shares Payable by Installments, Forfeiture of Shares, Re-issue of Forfeited Shares, Issue of Shares for Consideration other Than Cash, Over Subscription and Pro-rata Allotment.	**7**
M9	**Issue of Bonus and Right Shares: -** Bonus Shares, Latest SEBI Guidelines for Issue of Bonus Shares, Determining the maximum Amount of Bonus Issue, Right Share Issue.	**3**
M10	**Redemption of Preference Shares: -** Methods of Redemption, Premium on Redemption of Preference Shares, Capital Redemption Reserve	**2**
M11	**Issue and Redemption of Debenture: -** Issue of Debenture, Authorization of a Debenture Issue, latest SEBI guideline, Debenture payable by Installment, Issue of Debenture as Collateral security for a loan, Issue of Debenture other than cash, Debenture Stock, Debenture Interest, Redemption of Debenture, Debenture Market Price, Debenture Trust Deed, Insurance Policy Method, Convertible Debenture.	**6**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	2	1	3	1	2	1
CO2	3	2	2	2	2	2	1	3	2	2	2
CO3	3	3	3	3	3	3	1	3	2	3	3
CO4	3	3	3	3	3	2	1	2	1	2	2
CO5	3	3	3	3	3	2	1	3	1	2	3
CO6	3	3	3	3	3	3	1	3	3	3	3

Suggested Readings:

1. A Mutherjee and M Hanif: Modern Accountance Volume-I, Tata McGraw Hill.
2. G Sekar & B Saravana Prasath: Students Handbook on Auditing and Assurance, Commercial Law House.
3. Dinkar Pagare: Principles and Practice of Auditing, Sultan Chand & Sons.
4. Ravi Kant Miriyala & Sunitanjani Miriyala: Auditing & Assurance, Taxmann.
5. Bhushan Kumar Goyal: Corporate Accounting Vol-1 & 2, Txamann.
6. Pankaj Garg: Auditing & Assurance, Taxmann.

Suggested Reference Book:

1. Pranav Jain: Audit of Financial Statement, Taxmann.
2. G C Rao: Company Accounts and Audit, Commercial Law Publications (India) Pvt. Ltd.
3. Pankaj Garg: Auditing & Ethics, Taxmann.

Course: STRATEGIC CORPORATE FINANCE	
Course Code: DSE (Fin) – 7	**Semester: V/VI/VII/VIII**

Course Category: Discipline Specific Electives	Maximum Marks: 100

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Understanding	**Categorize,** select, and analyse relevant information to develop strategies aimed at reducing situations of financial distress.
DSE(Fin).2	Applying	**Apply** different valuation techniques for corporate decision making.
DSE(Fin).3	Analysing	**Analyse** different corporate strategies aimed at maximizing shareholder wealth, enhancing overall corporate value and management of various risks
DSE(Fin).4	Evaluating	**Evaluate** and advise strategies on a proposed merger, acquisition or management buyout.
DSE(Fin).5	Creating	**Develop** financial model using various software tools like Excel

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to strategic corporate finance:** Strategy v/s Planning. Importance of strategy in financial decisions. types of financial strategy for shareholder's wealth maximization, overall corporate value addition and economic value addition. Key Financial Risks – Interest rate risk, Credit risk, Political risk, Currency risk, Foreign exchange markets, Money market hedges, Exchange rate risk management strategies, Interest rate risk management strategies, Credit risk management strategies, Long-term exposure to foreign currency risk. Different sources of capital, determination of capital structure and factors affecting the capital structure, cost of capital.	**15**
M2	**Concept of Valuation:** Overview of company valuation, Valuation Principles and Practices, "what if" scenarios, key financial and commercial factors affecting the business valuation. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF). Estimating a Firm's Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm's Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure, Adjusted Present Value. Overview of other approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.	**15**
M3	**Financial Distress and Restructuring:** Meaning of bankruptcy, factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.	**10**
M4	**Merger and Acquisitions:**	**10**

	Overview of M&A, Types of mergers and procedures, Valuation of an organisation, Value gaps, Financing mergers and takeovers, Defence tactics, Legal and financial due diligence, Management buy outs. Leverage buyouts. Reverse Merger. Valuation Methods, Benchmarks of Value & Valuation of the Target's Equity, Marketability of the Stock, Takeovers and Control Premiums, Shareholder Wealth Effects and Methods of Payment, Exchange Ratio. Tax Issues in M&A - Financial Accounting for M&As, Taxable versus Tax-Free Transactions.	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	2	1	2	1	2	3	2
CO2	3	3	3	2	3	1	1	1	2	3	3
CO3	3	3	3	2	3	2	2	1	2	3	3
CO4	3	3	3	2	3	2	2	2	2	3	3
CO5	3	3	3	3	3	1	2	2	3	3	3

Suggested Text Book:

10. Berk, J., & DeMarzo, P.; Corporate Finance. Pearson Education Limited.
11. Brealey, R. A., Myers, S. C., & Allen, F.; Principles of Corporate Finance. McGraw-Hill Education.
12. Clayman, M. R., Fridson, M. S., Troughton, G. H., & Scanlan, M. C.; Corporate Finance: A Practical Approach. Wiley.
13. Damodaran, A.; Corporate Finance Theory and Practice. John Wiley & Sons, Inc.
14. Horne, J. C. V., & Wachowicz, J. M., Jr. Fundamentals of Financial Management. FT Prentice Hall, Pearson Education.
15. Pettit, J.; Strategic Corporate Finance Applications in Valuation and Capital Structure. John Wiley & Sons, Inc.
16. Rosenbaum, J., & Pearl, J.; Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions. Wiley.
17. Griffith College; CPA Strategic Level - Strategic Corporate Finance.

Research Papers/Articles:

8. Modigliani, F., & Miller, M. H. (1958). The cost of capital, corporation finance, and the theory of investment. The American Economic Review, 48(3), 261-297.
9. Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. Journal of Financial Economics, 3(4), 305-360.
10. Jensen, M. C. (1986). Agency costs of free cash flow, corporate finance, and takeovers. The American Economic Review, 76(2), 323-329.
11. Myers, S. C., & Majluf, N. S. (1984). Corporate financing and investment decisions when firms have information that investors do not have. Journal of Financial Economics, 13(2), 187-221.
12. Ross, S. A. (1977). The determination of financial structure: The incentive-signalling approach. The Bell Journal of Economics, 8(1), 23-40.

Course: FINANCIAL ANALYTICS	
Course Code: DSE (Fin) - 8	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific	**Maximum Marks: 100**

Electives	

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Understanding	**Interpret** the analysis of financial data using different statistical tools.
DSE(Fin).2	Applying	**Apply** the techniques of financial analytics to foster data-driven financial decision.
DSE(Fin).3	Analysing	**Analyze** time-series data to understand component factors of time-series models, performing trend analysis, and applying various smoothing techniques for accurate forecasting.
DSE(Fin).4	Evaluating	**Evaluate** and create autoregressive models, ARIMA time-series models, and hierarchical forecasting methods, assessing forecast accuracy and selecting appropriate models for financial data forecasting
DSE(Fin).5	Creating	**Develop** financial model using various software tools like Excel

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Financial Analytics:** Meaning of Financial Analytics. Role of a financial Analyst in an organization. News Analytics and Sentiment analysis in Finance. **Data Driven Financial Decision:** Pricing Analytics, Risk based pricing, Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing.	**15**
M2	**Risk Analysis in Capital Budgeting:** Nature of Risk, Statistical Technique for Risk Analysis. Conventional Technique for Risk Analysis. Sensitivity Analysis. Scenario Analysis, Simulation Analysis. Decision Tree for Investment Decision.	**5**
M3	**Financial Modelling using excel:** Introduction to Basic Financial Functions in Excel; Discounted Cash flows, Annuity, PMT, PV, NPV, IRR in Excel; Financial modelling using Ratios, income statement and financial statements in Excel.	**10**
M4	**Analysis of Financial Data Using Statistical Tools:** Application of Statistical tools in finance. Application of Probability in Finance. Normal, Lognormal distribution properties Data visualization, Understanding data in finance, cleaning and pre-processing of data,	**5**
M5	**Time Series Analysis and Forecasting:** Forecasting-Time Series Data-Component Factors of the Time- Series Model, Trend Analysis-Seasonal and Cyclical Behaviour-Smoothing of Annual Time Series: Moving averages, Exponential smoothing -Least-Squares Trend Fitting and Forecasting: Linear,	**15**

	quadratic and exponential models. **Advanced Time Series Models and Forecasting Techniques:** Autocorrelation and Auto Regression, Autoregressive Models, ARIMA Time-Series Model Time-Series Forecasting of Monthly or Quarterly Data, Accuracy Statistics and Forecast Model Selection, Families of Forecasting Models, Hierarchical Forecasting, Adjustments to Statistical Forecasts	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	0	3	2	0	0	0	0	2	2
CO2	3	3	2	3	3	0	0	1	0	3	2
CO3	3	3	2	3	3	0	0	0	0	2	3
CO4	3	3	2	3	3	0	0	1	0	3	3
CO5	3	2	2	2	3	0	0	1	1	3	2

Suggested Text Book:

1. Financial Analytics, Pitabas Mohanty
2. Y. Hilpisch: O'Reilly Python for Finance: Analyze big financial data, Media, Inc."
3. Processing and Analyzing Financial Data with R, by Marcelo S Perlin
4. Business Forecasting", Hanke/Wichern, Pearson Publications
5. Business Forecasting: A Practical Approach, A. Reza Hoshmand
6. Practical Time Series Forecasting with R: A Hands-On Guide" by Galit Shmueli, Kenneth C. Lichtendahl Jr.

Suggested Reference Book:

1. F.K. Reilly and K.C. Brown: Investment Analysis and Portfolio Management., Cengage Learning.
2. Rees, M. John: Principles of financial modelling: model design and best practices using Excel and VBA. Wiley & Sons.
3. Damodar Gujarati & Dawn Porter, Sangeetha Gunasekar, "Basic Econometrics", 5th edition McGraw Hill Education (India) Private Limited

Suggested Readings:

1. Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World Jeevitha, T. (2019). Financial Analytics.
2. Daniel Broby,The use of predictive analytics in finance, The Journal of Finance and Data Science, Volume 8, 2022, Pages 145-161, https://doi.org/10.1016/j.jfds.2022.05.003.

Case Studies:

1. Fullerton: Risk Analytics and Business Strategy; Ravi Anshuman and Mitra Saby. https://hbsp.harvard.edu/product/IMB587-PDF-ENG

2. Using Data Analytics and Visualization in Accounting and Auditing at Toby Biotech Inc; Tiffany Rasmussen. https://hbsp.harvard.edu/product/B5979-PDF-ENG

Course: FINANCIAL DERIVATIVES	
Course Code: DSE (Fin) - 9	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Remembering	**Identify** the structure of vanilla derivative products such as forwards, futures and options
DSE(Fin).2	Understanding	**Comment** on the pricing of vanilla derivatives
DSE(Fin).3	Applying	**Utilize** the interest rates and derivatives
DSE(Fin).4	Analysing	**Analyse** a situation and recommend usage of derivatives

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Derivatives:** What are Derivatives; Structure of common derivatives – Forwards, Futures, Options; Use of derivatives; Challenges in using derivatives; Exposure to equity, currency, agricultural and non-agricultural commodity derivatives; Derivatives available to retail customers and corporates; Derivative exchanges and OTC derivatives	**8**
M2	**Derivative Pricing:** Pricing of Forwards and Futures; Cost of carry; Convergence of forwards, futures and underlying asset price; Contango and Backwardation; Differences between forwards and futures; Binomial Option Pricing Model; Concept of hedging using underlying asset; Delta; CRR model; Black Scholes Option Pricing Model - application	**12**
M3	**Interest Rate and Credit Derivatives:** Fixed rate vs Floating rate borrowing and investments; Forward Rate Agreements; Interest rate swaps; Currency Swaps; Credit Default Swap; Collateralised Debt Obligation; Role of credit derivatives in 2008-09 Global Financial Crisis	**15**
M4	**Derivatives in Risk Management:** Business risk from volatility in revenues and expenses; Risk in agriculture and commodity businesses; Risk in global businesses; Goal of Risk Management; Utilisation of vanilla derivatives for risk management using Case studies	**15**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	0	2	2	0	0	0	0	2	2
CO2	3	3	2	3	2	0	1	0	0	3	2
CO3	3	3	2	3	3	0	1	0	0	3	2
CO4	3	3	3	3	3	0	2	1	0	3	3

Suggested Text Books:-

1. Hull, J. C., Options, Futures and Other Derivatives, Pearson
2. Rajib, P., Commodity Derivatives and Risk Management, PHI
3. Srivastava, R., Derivatives and Risk Management, OUP India

Research Papers/Articles

1. Appropriate National Stock Exchange, Bombay Stock Exchange, Multi Commodity Exchange and National Commodity and Derivatives Exchange webpages for details on available for trading equity, commodity, currency and interest rate Derivatives
2. SEBI website FAQs on equity, commodity and currency derivatives

Course: BUSINESS ANALYSIS & VALUATION	
Course Code: DSE (Fin) - 10	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific	**Maximum Marks: 100**

Electives	

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(Fin).1	Remembering	**Identify** corporate restructuring events and their impact on valuation
DSE(Fin).2	Understanding	**Understand** the difference between DCF and Relative Valuation
DSE(Fin).3	Applying	**Estimate** operating cash flows and value the company using appropriate discount rates
DSE(Fin).4	Analysing	**Analyze** the value a company relative to its peers by utilising the correct ratio
DSE(Fin).5	Evaluating	**Evaluate** the shortfalls and challenges of implementing valuation methodologies

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction to Valuation:** Market value vs Book value, valuation of equity and debt, enterprise valuation, discounted cashflow methods vs relative valuation, challenges in valuation methods	**8**
M2	**Discounted Cash Flow Valuation:** FCFF vs FCFE methods, appropriate discount rates, cost of equity – unlevered vs levered beta, choice of risk free rate and expected market risk premium, cost of debt – choice of risk free rate and appropriate credit risk premium, appropriate tax rate, assumptions for growth, challenges in using DCF valuation methods; Estimating cash flows, impact of non-cash expenses - depreciation, impact of taxes, forecasting cash flows, practice exercises; Perpetual growth rate and Terminal Value; Role of comparable companies in choosing growth rates and discounts rates	**15**
M3	**Relative Valuation:** Relative Valuation ratios – P/E, P/B, EV/EBITDA, evaluating comparable companies, challenges in using relative valuation, practice exercises	**15**
M4	**Corporate Restructuring and Valuation:** Restructuring, Organic and inorganic growth, Bankruptcy, Impact on cash flows and discount rates, premium for control and privately held firms; accounting for synergy – revenue growth or expense reduction	**12**
	Total	**50**

CO-PO Mapping

CO-PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**
CO1	3	2	2	2	1	0	1	0	0	3	2
CO2	3	2	1	2	2	0	0	0	0	3	2
CO3	3	3	2	3	3	0	1	0	0	3	2
CO4	3	3	2	3	3	0	0	0	0	3	2
CO5	3	3	2	3	2	0	1	0	0	3	3

Suggested Text Books:-

1. Chandra, P., Corporate Valuation, McGraw Hill
2. Kishore, R. M., Corporate Valuation: Text and Cases, Taxmann Publications

3. Damodaran, A., Investment Valuation, Wiley
4. Damodaran, A., Damodaran on Valuation, Wiley

Research Papers/Articles

1. Harrington, J. P., Nunes, C., Aboulame, A., Valuation Handbook — International Guide to Cost of Capital: 2023 Summary Edition, CFA Institute Research Foundation
2. Fabozzi, F.J., Focardi, S. M., Jonas, C., Equity Valuation - Science, Art, or Craft? CFA Institute Research Foundation
3. Mital, R., Chairperson IBBI, Standardising Valuation

Course: FINANCIAL MODELLING	
Course Code: DSE (Fin) - 11	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Understanding	**Understand** derivative pricing theory and implement models for pricing vanilla derivatives
DSE(Fin).2	Applying	**Experiment** with the structure of the DCF Valuation model and implement it in MS-Excel
DSE(Fin).3	Analysing	**Analyze** how market risk is measured and modelled
DSE(Fin).4	Creating	**Develop** competency in using MS-Excel to develop Financial Models

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Financial Modelling:** Spreadsheet Modelling; Sources of Financial Data; Capital Budgeting Models - PV, NPV, IRR; Financial Statement Models - Ratio Analysis	**8**
M2	**Valuation Models:** DCF Models – Estimating FCFF, FCFE, discount rates; Utilising the financial statements of a company to project free cash flows; Estimating growth rates for each component and forecasting free cash flows; Understanding the importance of using the appropriate discount rates for each type of cash flow – WACC and Cost of Equity; Incorporating varying Debt-Equity ratios, risk free rates, expected market risk premium; Perpetual growth rate and Terminal Value; Sensitivity Analysis on all the assumptions and its impact on valuation	**15**
M3	**Market Risk Modelling:** Concept of Value at Risk (VaR); Utility in Risk Management; VaR and Diversification; VaR models for Single asset and Portfolio; choosing appropriate volatility and returns, Historical Simulation for single asset and portfolio, Monte Carlo Simulation based VaR model for single asset, Bootstrapping	**15**
M4	**Derivative Price Modelling:** Lognormal Model of Equity Returns; Risk neutral pricing of Derivatives; Monte Carlo Simulation of Equity Prices and associated vanilla options; Valuation of Call and Put Options	**12**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	3	3	0	1	0	0	2	2
CO2	3	3	2	3	3	0	0	0	0	3	2
CO3	3	3	2	3	3	0	1	0	0	3	2
CO4	3	2	2	2	3	0	0	0	1	3	2

Suggested Text Books:-

1. Sengupta, C., Financial Modeling Using EXCEL & VBA, Wiley
2. Benninga, S., Financial Modeling, MIT Press
3. Fairhurst, D. S., Using Excel for Business and Financial Modelling: A Practical Guide, Wiley

Course: INTERNATIONAL FINANCIAL MANAGEMENT	
Course Code: DSE (Fin) - 12	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Remembering	**Identify** the unique challenges in managing the financial activities of a global corporation
DSE(Fin).2	Understanding	**Understand** the structure, functioning and importance of Foreign Exchange Markets
DSE(Fin).3	Understanding	**Understand** the factors determining and impacting foreign exchange rates
DSE(Fin).4	Applying	**Appreciate** the challenges of global fund raising, global portfolio investing and financing international subsidiaries

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to International Financial Management:** Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade, Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP, Foreign Exchange Reserves, Surplus and Deficit BOP, Disequilibrium and Adjustments, Accounting Principles in BOP.	**15**
M2	**Exchange Rate Determinants:** Fixed rate, Floating Rate, Managed Rate, Factors affecting Exchange rates; Theories of Purchasing Power Parity Theory, Demand and Supply, Fisher Effect, Interest rate parity; Role of Central banks in managing exchange rate; Exchange rate shocks – devaluation and economic crisis	**15**
M3	**Foreign Exchange Market:** Defining Foreign Exchange Market, Participants, Structure, Spot and Forward rates, Foreign Exchange Quotations, Cross Rates, Inverse rates, Arbitrage	**10**
M4	**International Investments:** Raising capital across the globe, GDRs, ADRs, Dollar Debt, Masala Bonds International Portfolio Investments, Diversification benefits, Global Macroeconomic risks International Capital Investments, Global CAPM, Subsidiary financing Exchange rate and Geopolitical shocks	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	3	2	2	1	3	2	1	2	3	2
CO2	2	3	2	2	2	3	1	1	2	3	2
CO3	2	3	2	3	2	3	1	1	2	3	2
CO4	3	3	3	3	2	3	2	2	3	3	3

Suggested Text Books:-

1. Eun, C., Resnick, B., Chuluun, T., "International Financial Management", McGraw Hill
2. Apte, P.G. Kapshe, S., "International Financial Management," McGraw Hill.
3. Seth, A.K.," International Financial Management," Galgotia Publications, New Delhi

4. Gautam A., Jaiswal T., Keshari A., "International Financial Management", PHI

Research Papers/Articles:

1. Intervention in foreign exchange markets: the approach of the Reserve Bank of India, BIS Papers No 73
2. Prakash, A., Major Episodes of Volatility in the Indian Foreign Exchange Market in the Last Two Decades (1993-2013): Central Bank's Response, Reserve Bank of India Occasional Papers, Vol. 33, No. 1 & 2: 2012
3. External Commercial Borrowings (ECB) Policy - Issuance of Rupee denominated bonds overseas, RBI/2015-16/193 A.P. (DIR Series) Circular No.17

Course: BEHAVIORAL FINANCE (NEURO FINANCE)	
Course Code: DSE (Fin) - 13	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Remembering	**Identify** different role of emotions in decision making
DSE(Fin).2	Understanding	**Understand** the role of heuristics and biases in financial decision making
DSE(Fin).3	Applying	**Utilise** learnings from behavioral finance to help guide public policy and financial product design
DSE(Fin).4	Analysing	**Appreciate** the impact of emotions on investor psychology and resulting challenges to traditional finance theory

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Behavioural finance:** Rationality, Agency theory, Prospect theory, Traders brain, Reasoned emotions; Overreaction and optimism	**8**
M2	**Heuristic and Biases:** Emotion and reasoning, Excessive risk taking, Anchoring, Bandwagon effect, Confirmation bias, Availability heuristic, Over confidence, Framing, Ostrich effect, Loss aversion, Gamblers' fallacy, Status Quo bias, class exercises and games on heuristics and biases	**12**
M3	**Investor Behavior and Challenges to market efficiency:** Attitude to risk, expected utility, Mental accounting, Noise trader risk in financial markets; Resistance to recognizing failure, Conformity, Social forces selfishness or altruism, Group psychology on Board, Contrarian investing, Conflict of interest, Investor risk capacity measurement tools; Anomalies - Small firm effect, Momentum Vs Reversal, Behavioural explanation for anomalies	**15**
M4	**Behavioral Finance implications for decision making:** Implications for Government Policies on health, education, savings – Nudge, Framing; Design of investment products, insurance products	**15**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	3	2	2	1	2	3	1	2	3	2
CO2	2	3	2	3	1	2	3	2	2	3	2
CO3	3	3	3	3	2	3	3	2	3	3	2
CO4	2	3	2	3	1	3	3	2	3	3	3

Suggested Text Books:

1. Chandra, P., Behavioral Finance, McGraw Hill
2. Singh, R., Behavioral Finance, PHI
3. Kapoor, S., Prosad, J. M., Behavioral Finance, Sage

Research Papers/Articles/ Books:

1. Statman, M., Behavioral Finance – The Second Generation, CFA Institute Research Foundation
2. Thaler, R., Sunstein, C. R., Nudge: Improving Decisions About Health, Wealth, and Happiness, Penguin

Course: AI IN FINANCE	
Course Code: DSE (Fin) - 14	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Remembering	**Identify** different terms and techniques for Finance using AI
DSE(Fin).2	Understanding	**Comment** on different applications and innovative of AI in finance.
DSE(Fin).3	Applying	**Experiment** with different financial strategies considering AI
DSE(Fin).4	Analysing	**Discuss** changes brought in traditional finance due to AI

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction:** Motivating Applications of AI/ML in Economics & Finance. Basic ideas of AI/ML, formulating / deciphering real life problems using these techniques; Integration of AI at a strategic level; Infrastructure of AI	**8**
M2	**Management Science:** Optimization and Search techniques (unconstrained and constrained optimization, concept of pareto-optimality, heuristic search, game tree); Basic Predictive Algorithms (Linear Regression, Decision Trees, Random Forests, Bayesian classifier), Neural Networks, Time Series Prediction	**12**
M3	**Domains of AI in Finance:** **i) Compliance:** Fraud detection and ALM monitoring **ii) Risk management:** Alerting risk managers to potentially unacceptable risks **iii) Consumer banking:** Improve time- and cost-efficiency through chatbots **iv) Wealth management:** Helping wealth managers create tailored solutions for clients **v) Investment banking:** Identifying companies that need to raise capital or are candidates for acquisitions **vi) Trading:** Algorithmic trading strategies or generating signals through sentiment analysis	**15**
M4	**Case Studies on application of AI in Finance:** i) Wealth and Asset Management; ii) Insurance; iii) Customer Services; iv) Robotic Process Automation; v) Credit Scoring; vi) Compliance and Fraud Detection; vii) Multi-agent simulation of economic systems	**15**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	2	2	2	3	2	1	1	1	2	3
CO2	2	3	2	3	3	3	2	1	2	3	3
CO3	3	3	3	3	3	3	2	2	2	3	3
CO4	2	3	2	3	3	3	3	2	3	3	3

Suggested Text Books:-

1. Edward P. K. Tsang: AI for Finance, CRC Press
2. AL Naqvi: Artificial Intelligence for Asset Management and Investment: A Strategic Perspective, Wiley
3. Tony Bobier: AI and the future of Banking, Wiley

Suggested Reference Books:

1. Yves Hilpisch: Artificial Intelligence in Finance: A Pythom based guide, O'Reilly

Course: SUSTAINABLE FINANCE	
Course Code: DSE (Fin) - 15	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(Fin).1	Understanding	**Assess** and integrate Environmental Social and Governance (ESC) considerations into various investment options and asset pricing models."
DSE(Fin).2	Applying	**Apply** global reporting standards, legal frameworks, and the concepts of circular economy and Environmental, Social, and Governance (ESG) principles in reporting and disclosure practices.
DSE(Fin).3	Analysing	**Analyse** the impact of climate change on finance and develop risk management strategies to mitigate climate change risks in the financial sector.
DSE(Fin).4	Evaluating	**Evaluate** the principles of carbon credit its pricing, markets, offsetting mechanisms, and implications on global climate agreements and emissions trading

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Climate Change and Finance:** History of Sustainable Development and 17 goals of sustainable development. Factors Influencing Climate Finance, Climate Strategies: Reduction and Adaptation, Introduction to Renewable Energy Finance, Moral Aspects of Domestic and International Climate Finance. Global Environmental Politics, Discussion on Excessive Consumption versus Population Growth, Global Standards for Environmental Policy, Energy Strategy, and Climate Change, Cross-border Environmental Advocacy. Effects of Climate Change on Finance -- Direct Impacts on Unrestricted Industries, on Carbon-regulated Industries and Financial Institutions, Institutional Investors, and their Advocacy Financial Tools for Climate Change (subsidized finance, mixed finance, securities, assurances, performance-based payments), Climate Risk and Equity Valuation, Pollution Surcharge, Corporate Risk Management Behaviour, Risk Mitigation Strategies in the Face of Climate Change Risk	**13**
M2	**Sustainable Finance:** The three components of the Environment Social and Governance (ESG) Model and Identification of Significant ESG Concerns, Filtering, Thematic, and Selecting Ethical Investment Approaches. Anatomy of ESG evaluations or ESG Score, Features of ESG Indicators and Evaluations. Investment Opportunities -- Stocks, Fixed Income, Environmentally Friendly Bonds, Property, Commodity Investments, Mutual Funds, Indices, ESG in Managing Government Wealth and Government Sponsored Funds, Future of ESG Investments. Asset Allocation and Portfolio Analysis--- Evaluation of Risk and Return for ESG Portfolios, Asset Allocation and Portfolio Analysis, Concept, and Use of Diversification and Hedging, Comparison of ESG Portfolios and Traditional Portfolios. Sustainability and Asset Pricing-- Sustainable Capital Asset Pricing Model, ESG Integration in Value, Momentum, and Growth Factors. Sustainable Blue Economy--Classification of Blue Economy Sectors and Activities, Blue Economy and Small Nations and Coastal Communities.	**13**
M3	**Carbon Credit and Mechanism:** Essentials of Carbon Credit Carbon and its Valuation, Carbon Levies, Carbon	**12**

	Markets, Prospects of Carbon Pricing International Carbon Markets--Overview of Climate Conferences – Kyoto and Paris Agreements, Global Emission Trading Platforms, EU-ETS, and other Markets, Comparative Assessment. Voluntary Carbon Market--Carbon Calculation- Footprints, Verification of Carbon, Scopes 1-3 of Carbon Emissions, Carbon Offsetting Mechanism - Supply and Demand, International Offset Mechanisms. Carbon Offset Market--Voluntary Offsetting Market, Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) and its Tradable Instruments, Buying and Selling Offset Credits – Forward and Spot Sales. Global Offset Exchanges – Voluntary Carbon Emissions Offset Futures – Basis Markets. Emission Trading in India-- Performance Analysis, Energy Saving Certificates (ESCerts) and RECs Specifications, Trading of ESCerts and RECs on Energy Exchanges. Future Trends of Carbon Trading in India.	
M4	**Sustainable Reporting and Disclosure Practices:** Drivers of Sustainability Reporting, Global Reporting Initiative (GRI), Principles of Responsible Investment, Integrated Reporting Practices. Legal Framework. Conventions and Treaties-- Brundtland Commission, Kyoto Protocol, Bali Roadmap, UN Conference on Sustainable Development, UN Paris Agreement, COP26, COP27 Circular Economy Concept--10 R's, Progression towards a Circular Economy, Principles for Circular Economy. **Environmental, Social, and Governance Concept:** ESG Disclosures and their significance, Greenwashing, ESG Reporting Frameworks, Comparison of ESG, SRI, and Impact Investing	**12**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	3	2	3	2	3	3	1	2	3	2
CO2	2	3	3	2	2	3	3	2	3	3	2
CO3	2	3	3	3	2	3	3	2	2	3	3
CO4	2	3	2	3	2	3	3	1	3	3	3

Suggested Text Books:

1. Schoenmaker, D., & Schramade, W.; Principles of Sustainable Finance. Oxford University Press.
2. 2. Labatt, S., & White, R. R.; Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products. John Wiley & Sons, Inc. / Wiley Finance.
3. 3. Krosinsky, C., Robins, N., & Viederman, S.; Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership. John Wiley & Sons, Inc. / Wiley Finance.
4. 4. Jeucken, M.; Sustainable Finance and Banking: The Financial Sector and the Future of the Planet. Earthscan Publications Ltd.
5. 5. Krosinsky, C., & Robins, N. (Eds.); Sustainable Investing. The Art of Long-Term Performance. Earthscan Publications Ltd.
6. 6. Dikau, S., Oesingmann, K., & Thomä, J.; The Principles of Green Finance. Greenleaf Publishing.

Research Papers/Articles:

1. Clark, G. L., Feiner, A., & Viehs, M. (2015). From the stockholder to the stakeholder: How sustainability can drive financial outperformance. University of Oxford.
2. Montgomery, C. A., & Porter, M. E. (1998). The business case for sustainability: An integrated literature review. Harvard Business Review, 76(2), 64-77.
3. Khan, M., Serafeim, G., & Yoon, A. (2016). Corporate sustainability: First evidence on materiality. The Accounting Review, 91(6), 1697-1724.

4. Smith, J., & Kumar, R. (2024). Advancing Green Finance: A Review of Climate Change and Sustainability in the Financial Sector. Journal of Sustainable Finance & Investment, 14(2), 123-145.
5. Johnson, P., & Wang, Y. (2024). The Role of ESG Ratings in Sustainable Finance: A Comparative Analysis. Journal of Financial Economics, 132(4), 897-918.

DISCIPLINE SPECIFIC ELECTIVES
(HUMAN RESOURCE)
DETAILED SYLLABUS

Course: INDUSTRIAL RELATIONS	
Course Code: DSE (HRM) - 01	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(HRM).1	Remembering	**Enumerate** the key concepts of subject matter.
DSE(HRM).2	Understanding	**Describe** the key aspects of Industrial relation in the country.
DSE(HRM).3	Applying	**Apply** the provisions and legislations of Industrial Relations to the variety of real-world organization and resolve the dispute.
DSE(HRM).4	Analysing	**Examine** the concepts of Industrial Relations.
DSE(HRM).5	Evaluating	**Evaluate** the conditions of labour and organization in context of Industrial Relations.
DSE(HRM).6	Creating	**Elaborate** upon the perspective of an organization with respect to Grievance and Discipline, Dispute, Collective Bargaining, Trade Unionism and Employee Participation and Empowerment

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Industrial Relations:** Overview, importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics), Contemporary and emerging issues in Employee Relations, Silent Provisions of Industrial Disputes Act.	**10**
M2	**Employee Discipline:** Types, Misconduct, Disciplinary Action, Disciplinary Enquiry and Procedures, Grievance Handling and Redressal. Salient provisions of Industrial Employment (Standing Orders) Act, 1946	**10**
M3	**Collective Bargaining:** Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India	**10**
M4	**Trade Unionism in India:** Introduction, Trade Unions, Reasons for Joining Trade Unions, Types and Functions of Trade Unions, Type of Trade Union Agitations, Trade Unions in India and its Problems, Employers' Organizations in India. Salient features of Trade Unions Act, 1926, Managerial Associations. Trade Unions Act, 1926.	**10**
M5	**Employee Participation and Empowerment:** Advantages, Employee Participation in India- WPM, EPM, Quality Circles	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	2	1	2	1	2	1

CO2	3	3	2	2	1	2	2	2	2	2	1
CO3	3	3	3	3	2	3	3	3	2	3	2
CO4	3	3	3	3	2	3	2	3	2	3	2
CO5	2	3	3	3	2	3	3	3	3	3	2
CO6	3	3	3	3	2	3	3	3	3	3	3

Suggested Text Books:

1. A. Monappa: Industrial Relations in India, Tata McGraw Hill
2. C.B. Memoria and S. Memoria: Dynamics of Industrial Relations in India, Himalaya.
3. V.S.P. Rao: Human Resources Management: Text & Cases, Excel Books.
4. G. Dessler: Human Resource Management, Pearson.
5. D. Yoder: Personnel Management and Industrial Relations, Prentice Hall.

Suggested Reference Books:

1. J. H. Richardson: An Introduction to the study of Industrial Relations, George Allen.
2. R.A. Lester: Labour and Industrial Relations, MacMillan.

Course: LABOUR LAWS	
Course Code: DSE (HRM) - 02	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

Sl. No.	Cognitive Abilities	Course Outcome
DSE(HRM).1	Remembering	**Identify** the fundamental principles, key concepts, and terminology of labour laws.
DSE(HRM).2	Understanding	**Familiarize** with the main sources of labour laws, including statutes, case law, and international conventions.
DSE(HRM).3	Applying	**Integrate** the knowledge of Labour Law in General HRD Practice.
DSE(HRM).4	Analysing	**Develop** implementation skills of various Industrial and labour laws.
DSE(HRM).5	Evaluating	**Examine** case studies on discrimination and apply relevant legal principles to hypothetical scenarios.
DSE(HRM).6	Creating	**Critically Analyze** current labor law policies and **Propose** evidence-based reforms for the betterment of an organization.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Industrial Revolution and Development of Labour Laws**: Industrial Revolution in India – Causes & it's impact, Significance of Industrial Relations, Industrial Peace and Industrial Harmony, Concept of 'Collective Bargaining', Recent Development in Labour Codes.	**8**
M2	**Trade unions act, 1926**: Nature, scope & object of the act, Registration of trade unions, Cancellation & dissolution of trade union, Rights & liabilities of registered trade unions.	**7**
M3	**Industrial Dispute Act, 1947:** Nature, Scope & Objectives of the Act**,** Important Definitions –Industrial Disputes, Award & Settlement**,** Settlement Authorities of Industrial Disputes**,** Procedure, Powers and Duties of Settlement Authorities	**8**
M4	**Payment of Wages Act, 1936:** Nature, Scope & Object of the Act**,** Payment of Wages and Deductions from Wages**,** Authorities under the Act**,** Penalty & Trial Procedure.	**7**
M5	**Employees Provident Fund Act, 1952:** Definitions of Pension fund, Pension Scheme, Superannuation, Employees' Pension Fund Scheme and Fund, Employees Provident Fund Scheme, Employees Deposit Linked Insurance Scheme. Determination and Recovery of money due from employer, Penalties under the Act.	**10**
M6	**The Maternity Benefit Act, 1961:** Objective, Coverage, Benefits, penalties	**10**

	The Employees' State Insurance Act, 1948: objective, scope, coverage, benefits, The role of ESI Corporation and ESI Hospitals.	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	2	2	2	1	1	1
CO2	3	3	2	2	1	2	3	3	1	2	1
CO3	3	3	3	2	2	3	3	3	2	3	2
CO4	3	3	3	3	2	3	3	3	2	3	2
CO5	3	3	3	3	2	3	3	3	3	3	2
CO6	3	3	3	3	2	3	3	3	3	3	3

Suggested Text Books:

1. K. C. Garg, Mukesh Sharma and V.K Sareen: Commercial and Labour Laws, Kalyani Publishers.
2. Dr. Parul Gupta: Taxmann's Industrial Relations & Labour Law for Managers, Taxmann Publications Private Limited
3. R. Sharma: Industrial relations and labour legislation. PHI Learning Pvt.
4. Reshma Arora: Labour Law, Himalaya Publication House.
5. P.L. Malik: Handbook of Labour and Industrial Law, SCC Editorial
6. H L Kumar: Practical Guide to Labour Management, Universal Law Publishing

Suggested Reference Books:

1. A.S. Mathur: Labour Policy and Industrial Relations in India
2. Avtar Singh: Introduction to Labour & Industrial Law
3. S. N. Mishra: Labour & Industrial Laws, Central Law Publications
4. Dr. T Padma, K. P. C. Rao: The Principles of Labour Law – I, Alt Publications

Course: TRAINING AND DEVELOPMENT	
Course Code: DSE (HRM) - 03	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

Sl. No.	**Cognitive Abilities**	**Course Outcome**
DSE(HRM).1	Understanding	**Understand** the basic concepts of training and development
DSE(HRM).2	Applying	**Sensitize** the various methods of training and training evaluation
DSE(HRM).3	Analysing	**Assess** training need analysis and know its importance
DSE(HRM).4	Evaluating	**Evaluate** training and development Process and New technology based training g methods
DSE(HRM).5	Creating	**Create and design** training Programme with objective and content

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Training Introduction:** Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development	**7**
M2	**Training and Learning -two-way process:** Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training	**10**
M3	**The Needs Analysis Process:** Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment Needs Assessment Techniques: Person Analysis, Task Analysis and Organization Analysis; Need assessment in practice	**10**
M4	**Training Process and Evaluating Training and follow up support:** Fine tuning objectives and Preparing partners; Setting the stage; Four training methods; Design the training Program; Trainer and training styles; Evaluating from Different angles, Evaluating Learning Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits	**13**
M5	**Technology Based Training Methods:** Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, Choosing New Technology methods	**10**
	Total	**50**

CO-PO Mapping

CO-PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**

CO1	3	2	1	1	1	2	2	2	1	2	1
CO2	3	2	2	2	2	3	2	3	3	3	2
CO3	3	3	3	3	2	3	2	3	2	3	2
CO4	3	3	3	3	3	3	2	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3

Suggested Text and Reference Books:

1. Training for Development Part 1 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011
2. Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
3. Managing Performance through Training and Development, Eighth Edition Author(s): Alan M. Saks | Robert R. Haccoun, 2019,Cengage learning
4. Employee Training and Development | 9th Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019,McGraw Hill

Course: PERFORMANCE MANAGEMENT	
Course Code: DSE (HRM) - 04	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

Sl. No.	**Cognitive Abilities**	**Course Outcome**
DSE(HRM).1	Understanding	**Understand** the key concepts of performance management and methods of performance management in practices.
DSE(HRM).2	Applying	**Use** the effective performance related pay system in the organization
DSE(HRM).3	Analysing	**Analyze** the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems.
DSE(HRM).4	Evaluating	**Compare** the organisations in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management.
DSE(HRM).5	Creating	**Devise** the performance management system in the organisation, with the help of performance planning that are specific, measurable, attainable, relevant and trackable in the organisation.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction to Performance Management:** Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.	**10**
M2	**Performance Planning and Managing Performance:** Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labour), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales, Management By Objective, 360-Degree Performance Appraisal, Performance Feedback & Counselling, Performance analysis for Individual and organizational Development.	**15**
M3	**Learning Organisation and Performance Based Compensation:** Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.	**10**
M4	**Implementation of Performance Management:** Performance Management and Career Planning: Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of	**15**

	Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees. Competency Mapping, Competency Mapping & its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage & Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	2	2	3	1	2	2
CO2	3	3	3	2	2	3	2	3	2	3	3
CO3	3	3	3	3	2	3	3	3	2	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3

Suggested Text and Reference Books:

1. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: a guide to action. Crest.
2. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan page.
3. Berger, L. A., & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill.
4. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.
5. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54(3), 453-485.
6. Jordan, A. H., & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. Academy of management review, 37(2), 211-231.
7. Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., & Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. Academy of management journal, 55(6), 1360-1380.
8. McDonnell, A. (2011). Still fighting the “war for talent”? Bridging the science versus practice gap. Journal of business and psychology, 26, 169-173.
9. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India.
10. Silzer, R., & Dowell, B. E. (2009). Strategy-Driven Talent Management. John Wiley & Sons.
11. Trevor, C. O., Reilly, G., & Gerhart, B. (2012). Reconsidering pays dispersion's effect on the performance of interdependent work: Reconciling sorting and pay inequality. Academy of Management Journal, 55(3), 585-610.

Course: TEAM BUILDING IN THE ORGANIZATIONS	
Course Code: DSE (HRM) - 05	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

Sl. No.	**Cognitive Abilities**	**Course Outcome**
DSE(HRM).1	Understanding	**Understand** the key concepts of team building in the organizations
DSE(HRM).2	Applying	**Use** team formation for conflict resolution in teams
DSE(HRM).3	Analysing	**Analyze** the Stages of team formation and develop team building skill
DSE(HRM).4	Evaluating	**Evaluate** and manage conflict and collaboration in teams
DSE(HRM).5	Creating	**Design** an effective leadership system considering various aspects of the organization.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Why Groups and Teams:** Stages of Team Development; Navigating, surviving, reorganizing Norming, Storming, Performing, Reorganizing. Why some team Pull together and Some do not	**10**
M2	**Sustaining High Performance & Effective team Members:** Getting the work done Managing Cohesion and Conflict, Making team decisions. How do High Performance Teams Function? Goals, Roles, Norms, Decisions, Communication and Feedback, Cooperation and Conflict Management; Blame game Politics avoided, Norms and goals; Support the leaders and Dysfunctional team members, Intra-Group and Inter group Dynamics.	**15**
M3	**Developing teams and dealing with virtual teams:** Structure, Culture of Organization an team support, Types of teams and managing and developing as team member. Evaluating team members development Process, In group out group team dynamics, Virtual teams and working through all the phases of team development, Conflict, Collaboration in virtual teams	**10**
M4	**Effective Team Leadership and Effective Organizational Support:** Leadership in different stage of team development; Leadership and team building style; Teams and groups on organizations, Building complimentary team members, Avoid too much help as a leader, Team autonomy and Organizational support audit. See and review Film: Lagaan	**15**
	Total	**50**

CO-PO Mapping

CO-PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**
CO1	3	2	2	1	1	2	1	2	3	2	2
CO2	2	3	3	2	1	2	1	3	3	3	2

CO3	2	3	3	2	1	2	1	3	3	3	2
CO4	2	3	3	2	1	2	1	3	3	3	2
CO5	2	3	3	2	2	3	1	3	3	3	3

Suggested Text and Reference Books:

1. Creating Effective Teams, Susan A. Wheelan, Sage South Asia Edition
2. Leaders Eat Last by Simon Sinek
3. TEAM MANAGEMENT Paperback – 5 December 2019
4. Forsyth, D. R. (2018). Group Dynamics. (6th ed.). Cengage Learning,
5. Delhi by Alan Clifton, Rupa Publications
6. The Five Dysfunctions of a Team Patrick Lencioni

Course: COACHING & MENTORING	
Course Code: DSE (HRM) - 06	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

Sl. No.	**Cognitive Abilities**	**Course Outcome**
DSE(HRM).1	Understanding	**Understand** the key concepts of coaching and mentoring
DSE(HRM).2	Applying	**Use** different skills realed to coaching and mentoring to provide key solution to business challenges
DSE(HRM).3	Analysing	**Analyze** the difference between Coaching and Mentoring
DSE(HRM).4	Evaluating	**Evaluate** the coaching mentorship skill in real-world context
DSE(HRM).5	Creating	**Create** coaching and mentoring contexts with real coaches and mentees

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction to the Coaching Manager & Developmental Coaching:** Coaching helps employees who want to learn. Why don't more managers coach? Developmental coaching and Learning; Coaching Manager and Emotional Intelligence Difference between Coaching and Mentoring. Making it work and approach to coaching determines the outcomes of your work. Simple Model of Developmental coaching; Coaching Mindset, Coachable learner, Coaching Mirror	**10**
M2	**Coaching Manager, Coaching Mindset and Coach Ability Creating a Coaching Friendly Context, and Starting a Dialogue:** Do we run a business? The manager who learns to coach. Can any one learn to coach? Coaching Mindset, The question of Coachability. Hallmarks of coachable leaner, Impression management; Barriers to coaching Definition of Coaching Friendly Context. High Performance organization and Coaching Friendly Context. Protecting a coaching Context. Seizing opportunities to coach. Focussing on what is important. Looking at the competency model, what if there is no competency model? Coaching Manager as a teacher, using the strengths. Is data Important or behaviour? Role of a coachee. Coaching manager as an observer.	**15**
M3	**Providing Balanced and Helpful feedback with Collaborative Goal setting follow up:** Feedback, problems of feedback, Basics of Balanced feedback; Coaching Dialogue and root cause, Individual team factors, Cultural diversity and Importance of getting it right. Looking at career, performance problems as coaching opportunities. Epilogue to Coaching-Can coaching be delegated? Will technology help?	**10**

M4	**Mentoring-Film- and Book Review:** Evolution of Mentoring, concept and wherewithal of Mentoring Mentor Process and gender differences in mentoring Book- Tuesday with Morrie-Book Review, Show Film Bhag Milkha Bhag Review for difference in Mentoring and coaching	**15**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	2	1	3	2	3	3
CO2	2	3	3	2	2	2	1	3	3	3	3
CO3	3	3	2	2	1	2	1	3	2	3	3
CO4	2	3	3	3	2	3	1	3	3	3	3
CO5	2	3	3	2	2	3	1	3	3	3	3

Suggested Text and Reference Books:

1. The Coaching Manager Developing Top talent in Business. Sage South East Asia Edition 2.
2. The Complete Handbook of Coaching. Sage Publication
3. Co-Active Coaching by Henry Kimsey-House, Karen Kimsey-House, Phillip Sandahl and Laura Whitworth
4. The Coaching Habit, Michael Bungay Stanier
5. Talent Management, Gowri Joshi and Veena Vohra, Cengage Learning

Course: HUMAN RESOURCE DEVELOPMENT	
Course Code: DSE (HRM) - 07	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

Sl. No.	**Cognitive Abilities**	**Course Outcome**
DSE(HRM).1	Understanding	**Understand** the key concepts of human resource development
DSE(HRM).2	Applying	**Use** various methods of HRD for the holistic development of the organization
DSE(HRM).3	Analysing	**Analyze** various aspects of HRD that can influence and motivate the employees.
DSE(HRM).4	Evaluating	**Evaluate** various HRD programs and relate them with the betterment of the organization
DSE(HRM).5	Creating	**Design** an effective HRD program

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction to Human Resource Development (HRD):** Concept; The evolution of HRD, The relationship between HRD and HRM, HRD functions, challenges to organizations and to HRD professionals; Influence of employee Behavior - Models of employer behavior, external influences on employee behavior, Motivation. Swami Vivekanand's principles and approach to citizenship behavior ; Swami Vivekanand's approach to personality developmeny; Pandit Deendayal Upadhyaya approach to Integral humanism Learning and HRD: Learning and Instructions, Maximizing learning, Individual differences in the learning process, learning strategies and styles, recent developments in instructional and cognitive psychology.	**10**
M2	**Assessing HRD needs:** Definitions, purpose of needs, levels of need analysis, prioritizing HRD needs, Strategic/organizational analysis, task analysis, person analysis **Designing effective HRD programs:** Selecting the trainer, make or buy decision, selecting the training methods and media, scheduling the HRD program **Implementing and evaluating HRD programs:** Training Delivery methods, on-the job training methods, classroom training approaches **Evaluating HRD Programs:** Training delivery method, OJT Methods, Classroom approaches Media and Methods, Issues concerning training program implementation	**15**
M3	**Career Management and Development:** Definition of career development, models of career development, stages of life and career development, process of career management, roles in career management, issues and delivering	**10**

	effective career development systems. **Management Development:** Describing the Manager's job, making management development strategic, management education, training and experiences, Approaches to develop Managers, Designing effective MDP. **Organizational development and change:** OD Theories and concepts, model of planned change, designing an intervention strategy, types of interventions HRD and Diversity: Diversity Training and Beyond	
M4	**Employee Socialization and Orientation:** Socialization, Various perspectives, the realistic job Preview, Employee Orientation Program. **Skills and Technical Training:** Basic workplace competency, basic skills, Technical training, Interpersonal skills training, Role of labour unions in skill and technical training programs, Professional development and education. **Coaching and Performance Management:** Need, coaching and performance management, maintaining effective performance and encouraging superior performance, skills necessary for effective coaching, the effectiveness of coaching. **Employee counseling and wellness services:** Need for ECS, Overview of employee counseling service, Stress management interventions, Employee wellness and health promotion programs, Issues in Employee Counseling.	**15**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	3	1	2	2	2	3
CO2	2	3	3	2	2	3	2	3	3	3	3
CO3	2	3	3	3	1	3	2	3	3	3	3
CO4	2	3	3	3	2	3	2	3	2	3	3
CO5	2	3	3	3	3	3	2	3	3	3	3

Suggested Text and Reference Books:

1. Human Resource Development, John M Werner & Randy L DeSimone, Cengage Learning
2. Designing and managing human resource systems, Udai Pareek & T.V.Rao, Oxford & IBH Publication
3. Human Resource Development, Uday kumar Haldar, Oxford publication
4. Human Resource Development, Industrial Relation, Charles R. Greer, Pearson education

Course: HUMAN RESOURCE ANALYTICS	
Course Code: DSE (HRM) - 08	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(HRM).1	Remembering	**Remember** the basic concepts of HR analytics, HR indicators, metrics and workforce analytics.
DSE(HRM).2	Understanding	**Explain** HR metrics, data requirements, data sources, types of data and ethical considerations in HR analytics.
DSE(HRM).3	Applying	**Apply** statistical tools such as measures of central tendency, regression, graphs, tables and spreadsheets to HR data.
DSE(HRM).4	Analyzing	**Analyze** HR data and organizational information to identify patterns and derive meaningful HR insights.
DSE(HRM).5	Evaluating	**Evaluate** HR analytics frameworks, metrics and analytical findings for improving organizational productivity and efficiency.
DSE(HRM).6	Creating	**Develop** an HR scorecard and analytics-based decision-making approach for addressing organizational HR issues.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to HR Analytics:** Concept of Analytics; Concepts of Analytics in HR Context: People and Workforce Analytics; Importance of HR Analytics; Understanding HR indicators conceptually.	**15**
M2	**HR Metrics and Data Management:** Defining Metrics: key metrics measured by HR Analytics; Demographics; Data sources and Requirements; Data Requirements and Types of data; Difficulties in Obtaining data; Ethics of Measurement and Evaluation.	**15**
M3	**Statistical Tools for HR Analytics:** Statistical analysis for HR; Measures of central tendency – Mean, Median, Mode; Basics of Regression Analysis; Graphs; Tables; Spreadsheets.	**10**
M4	**HR Analytics Process and Decision Making:** Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework; HR Analytics Process/Cycle; Introduction to levels of HR Analytics; Developing HR Scorecard; Developing HR Analytics; Analytics for Decision Making – Improved Productivity and Efficiency.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**1**	**1**	**1**	**1**	**1**	**2**	**1**
CO2	**2**	**2**	**1**	**1**	**2**	**2**	**3**	**2**	**2**	**2**	**2**

CO3	**3**	**3**	**2**	**3**	**3**	**2**	**2**	**2**	**2**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**3**	**2**	**2**	**2**	**2**	**3**	**2**
CO5	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**2**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Suggested Text Books: -

1. Edwards, M. R., & Edwards, K. (2019). *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page Publishers.
2. Isson, J. P., & Harriott, J. S. (2016). *People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent*. John Wiley & Sons.
3. Evans, J. (2020). *Business Analytics, Global Edition*. Pearson Education.
4. VanWieren, S. (2017). *Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish*. Technics Publications, LLC.

Course: CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT	
Course Code: DSE (HRM) - 09	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(HRM).1	Remembering	**Remember** the basic concepts, principles and processes of organizational change and development.
DSE(HRM).2	Understanding	**Explain** the nature of planned change, OD models, strategic change and major OD interventions.
DSE(HRM).3	Applying	**Apply** appropriate change and OD models to organizational situations and case problems.
DSE(HRM).4	Analyzing	**Analyze** organizational change processes, resistance to change and diagnostic information to identify organizational issues.
DSE(HRM).5	Evaluating	**Evaluate** alternative change strategies and OD interventions for improving organizational effectiveness.
DSE(HRM).6	Creating	**Develop** suitable change-management and OD intervention plans for addressing organizational challenges.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Understanding Organizational Change** Why Change; contemporary issues in change; substance and process of change; what changes; purpose and vision; change communication strategies; resistance to change.	**15**
M2	**Strategic Change Interventions** Transformational Change; Continuous Change; Trans-organizational Change; Organization Development for Economic, Ecological and Social Outcomes; Future Directions in Organization Development.	**10**
M3	**Introduction to Organizational Development and Change** Introduction to OD; difference between OD and Change; nature of planned change; models of OD; roots and history of OD; when organizations should use OD.	**10**
M4	**rocess and Interventions in Organization Development** Entering and Contracting; Diagnosing; collecting, analysing and feeding back diagnostic information; designing interventions; managing and evaluating change; reinforcing OD interventions; interpersonal and group process approaches; organization process approaches; employee involvement; structural design; downsizing; reengineering; parallel structures; TQM; high-involvement organization; work design.	**15**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	–	–	1	1	1	1	1	2	1
CO2	2	2	1	1	1	2	2	2	2	2	2
CO3	2	3	3	2	2	2	2	3	3	3	2
CO4	2	3	2	3	2	3	2	3	3	3	2
CO5	2	3	3	3	2	3	3	3	3	3	3
CO6	2	3	3	3	3	3	3	3	3	3	3

Suggested Text Books:-

1. Palmer, I., Dunford, R., & Buchanan, D. *Managing Organizational Change: A Multiple Perspectives Approach*. McGraw-Hill Irwin.
2. Cummings, T. G., & Worley, C. G. *Organization Development and Change*. Cengage Learning.
3. McLean, G. N. *Organization Development: Principles, Processes, Performance*. Pearson.
4. Kotter, J. P., & Rathgeber, H. *Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions*. St. Martin's Press.
5. Heath, C. *Switch: How to Change Things When Change Is Hard*. Crown Business.

Course: NEGOTIATION SKILLS	
Course Code: DSE (HRM) - 10	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(HRM).1	Remembering	**Remember** the basic concepts, principles and terminology of negotiation, including BATNA, ZOPA and anchoring.
DSE(HRM).2	Understanding	**Explain** the psychological, cultural and communication factors influencing negotiation.
DSE(HRM).3	Applying	**Apply** appropriate negotiation strategies and communication techniques in workplace and business situations.
DSE(HRM).4	Analyzing	**Analyze** negotiation situations, psychological biases, conflicts, deception and alternative courses of action.
DSE(HRM).5	Evaluating	**Evaluate** negotiation strategies and ethical choices to achieve effective and mutually beneficial outcomes.
DSE(HRM).6	Creating	**Develop** effective win-win negotiation approaches for individual, team and organizational situations.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Fundamentals of Negotiation:** Negotiation process; BATNA; ZOPA; negotiation preparation; Ego-tiation; preparing for success; opening offers; anchoring effect; alternatives in negotiation; managing perception; Three-Dimensional (3D) Perception Model; impression management.	**10**
M2	**Psychology and Communication in Negotiation:** Attribution Trap; profiling; choosing the right negotiation strategy; Feel–Think–Act approach; effective listening; Two-Dimensional Listening; creating a bond; storytelling; gender and negotiation; impact of culture on negotiation; virtual negotiation.	**10**
M3	**Psychology and Neuroscience of Negotiations:** Rationality and irrationality in negotiation; biases of the mind; biases of the heart; negotiating rationality in an irrational world; introduction to neuroscience of negotiations; psychological factors influencing negotiation decisions.	**10**
M4	**Negotiation in the Real World:** Blind spots in negotiation; confronting lies and deception; ethical dilemmas; negotiating from a position of weakness; difficult negotiations; conflict management; negotiation in leadership and teams; when to negotiate and when not to negotiate.	**10**
M5	**Practical Negotiation and Case Applications:** Case-based negotiation exercises; Redline Documents Power Struggle; What Lies Beneath the Iceberg Tip; Labels and Self-Fulfilling Prophecy; Do Not Split the Cake – Bake a Larger One; Always an Alternative; Communicate to Win;	**10**

	application of negotiation strategies in business and workplace situations.	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**1**	**1**	**–**	**–**	**1**	**1**	**1**	**1**	**1**	**1**	**1**
CO2	**1**	**2**	**1**	**1**	**1**	**2**	**2**	**3**	**3**	**2**	**2**
CO3	**1**	**3**	**3**	**2**	**2**	**2**	**2**	**3**	**3**	**3**	**2**
CO4	**1**	**3**	**2**	**3**	**2**	**3**	**2**	**3**	**3**	**3**	**2**
CO5	**1**	**3**	**3**	**3**	**2**	**3**	**3**	**3**	**3**	**3**	**3**
CO6	**1**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Suggested Text Books:

1. Jagodzinski, K. (2021). *Negotiation Booster: The Ultimate Self-Empowerment Guide to High-Impact Negotiations*. Business Expert Press.
2. Malhotra, D., & Bazerman, M. H. (2008). *Negotiation Genius*. Bantam Dell.
3. *Winning Negotiations That Preserve Relationships*. Harvard Business School Press.
4. Schatzki, M. (2018). *Negotiating with Winning Words: Dialogue and Skills to Help You Come Out Ahead in Any Business Negotiation*. Business Expert Press.
5. Johnson, E. *The Elements of Choice*. Riverhead Books.
6. Kahneman, D. *Thinking, Fast and Slow*. Penguin Books.
7. Ariely, D. *Predictably Irrational: The Hidden Forces That Shape Our Decisions*. HarperCollins.

Course: EMPLOYEE LIFE CYCLE MANAGEMENT	
Course Code: DSE (HRM) - 11	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(HRM).1	Remembering	**Remember** the major stages, concepts and practices of employee life cycle management.
DSE(HRM).2	Understanding	**Explain** effective recruitment, onboarding, training, performance, retention and exit-management practices.
DSE(HRM).3	Applying	**Apply** appropriate HR practices to manage different stages of the employee life cycle.
DSE(HRM).4	Analyzing	**Analyze** employee performance, engagement, retention, well-being and exit-related issues.
DSE(HRM).5	Evaluating	**Evaluate** HR strategies and practices for improving employee experience, performance and retention.
DSE(HRM).6	Creating	**Develop** an integrated employee life cycle management plan for effective employee experience and organizational performance.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction and Recruitment:** Approaches to Employee Life Cycle; Erikson's Life Stages; nature, scope, stages and importance of employee life cycle; HR roles; human resource planning; job analysis and job design; recruitment – meaning, process, sources and techniques; legal considerations in hiring; selection – meaning, steps and types.	**14**
M2	**Onboarding, Training and Development:** Placement; induction; socialization; onboarding effectiveness; training – concept, need, importance and types; training needs identification; designing and implementing training programmes; training techniques; competency-based training; training effectiveness; career pathing; succession planning; human resource development.	**14**
M3	**Performance Management and Employee Retention:** Performance management – nature, scope, process, objectives and importance; performance appraisal – concept, methods and process; job evaluation; compensation management; incentive compensation; continuous feedback; managing performance issues; employee retention; motivation; satisfaction; engagement; recognition programmes; retention strategies; discipline and grievance.	**12**
M4	**Employee Well-being and Exit Management:** Employee well-being and its dimensions; health and wellness programmes; work-life balance; employee engagement; continuous improvement in well-being; exit	**10**

	management; offboarding; transfers and promotions; exit interviews; exit data analysis; alumni relations; employee advocacy; voluntary and involuntary exits; communication and continuous improvement in exit management.	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**1**	**1**	**1**	**1**	**1**	**2**	**1**
CO2	**2**	**2**	**1**	**1**	**2**	**2**	**2**	**3**	**3**	**2**	**2**
CO3	**2**	**3**	**3**	**2**	**2**	**3**	**2**	**3**	**3**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**3**	**3**	**2**	**3**	**3**	**3**	**2**
CO5	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Suggested Text Books:-

1. Hawker, Natasha. *From Hire to Fire and Everything in Between: Managing the Employee Life Cycle – Hire, Manage, Wellbeing and Exit*. Michael Hanrahan Publishing.
2. Dessler, Gary & Varkkey, Biju. *Human Resource Management*. Pearson Education.
3. Mondy, Wayne Dean & Martocchio, Joseph J. *Human Resource Management*. Pearson Education.
4. Mello, Jeffrey A. *Strategic Human Resource Management*. Cengage Learning.
5. Maylett, Tracy & Wride, Matthew. *The Employee Experience: How to Attract Talent, Retain Top Performers, and Drive Results*. John Wiley & Sons.
6. Morgan, Jacob. *The Employee Experience Advantage*. Wiley.

Course: CROSS-CULTURAL HRM	
Course Code: DSE (HRM) - 12	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(HRM).1	Remembering	**Remember** the basic concepts and practices of International and Cross-Cultural HRM.
DSE(HRM).2	Understanding	**Explain** the influence of culture on HR practices and employee behaviour across countries.
DSE(HRM).3	Applying	**Apply** suitable cross-cultural HR practices in international organizational situations.
DSE(HRM).4	Analyzing	**Analyze** cultural differences, expatriate issues and challenges in managing global employees.
DSE(HRM).5	Evaluating	**Evaluate** international HR strategies for managing culturally diverse workforces effectively.
DSE(HRM).6	Creating	**Develop** appropriate HR strategies for managing diverse and globally dispersed employees.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Cross-Cultural HRM:** Meaning and functions of Cross-Cultural HRM; difference between domestic and international HRM; global workforce planning; international HR issues; employee participation, work-life balance, ethics, employee safety and labour relations.	**10**
M2	**Culture and Its Impact on HRM:** Concept and elements of culture; cultural environment; Hofstede's cultural dimensions; high and low-context cultures; language and communication challenges; cultural differences in employee behaviour; diversity and sensitivity training; cross-cultural leadership.	**10**
M3	**Managing Expatriates and Global Workforce:** Global workforce and employee mobility; expatriates and inpatriates; factors affecting international assignments; ethnocentric, polycentric and regiocentric approaches; cultural orientation; performance evaluation of international employees; challenges faced by expatriates.	**10**
M4	**Cross-Cultural HR Practices and Emerging Issues:** Cross-cultural recruitment and staffing; training and development; international compensation and benefits; performance management; international employment law and ethics; employee relations; managing diverse and virtual teams; cross-cultural HRM in the gig economy; HRM as a source of competitive advantage.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	**2**	**1**	**–**	**–**	**1**	**2**	**1**	**1**	**1**	**2**	**1**
CO2	**2**	**2**	**1**	**1**	**1**	**3**	**3**	**3**	**3**	**2**	**2**
CO3	**2**	**3**	**3**	**2**	**2**	**3**	**3**	**3**	**3**	**3**	**2**
CO4	**2**	**3**	**2**	**3**	**2**	**3**	**3**	**3**	**3**	**3**	**2**
CO5	**2**	**3**	**3**	**3**	**2**	**3**	**3**	**3**	**3**	**3**	**3**
CO6	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Suggested Text Books:-

1. Dowling, P. J., Festing, M., & Engle, A. D. *International Human Resource Management*. Cengage Learning.
2. Tarique, I., Briscoe, D., & Schuler, R. *International Human Resource Management: Policies and Practices for Multinational Enterprises*. Routledge.
3. Lazarova, M. et al. *Essentials of Human Resource Management: Managing People Globally*. Edward Elgar Publishing.
4. Rao, P. S. *International Human Resource Management*. Himalaya Publishing House.
5. Trompenaars, F., & Hampden-Turner, C. *Riding the Waves of Culture: Understanding Cultural Diversity in Global Business*. McGraw-Hill.
6. Hofstede, G., Hofstede, G. J., & Minkov, M. *Cultures and Organizations: Software of the Mind*. McGraw-Hill.
7. Vivekananda, S. *The East and the West*.
8. Upadhyaya, D. *Integral Humanism: An Analysis of Some Basic Elements*. Prabhat Prakashan.

Course: TALENT ACQUISITION AND MANAGEMENT	
Course Code: DSE (HRM) - 13	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Sessional internal continuous evaluation: 0
Credit: 4	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
DSE(HRM).1	Remembering	**Remember** the basic concepts, processes and practices of talent acquisition and management.
DSE(HRM).2	Understanding	**Explain** talent acquisition strategies, competency management, career management and succession planning.
DSE(HRM).3	Applying	**Apply** appropriate talent acquisition, assessment, mentoring and retention practices in organizational situations.
DSE(HRM).4	Analyzing	**Analyze** competency gaps, talent potential, succession requirements and challenges in managing talent.
DSE(HRM).5	Evaluating	**Evaluate** talent management strategies and reward practices for attracting, developing and retaining employees.
DSE(HRM).6	Creating	**Develop** an integrated talent management strategy for acquiring, developing and retaining high-potential employees.

DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	**Introduction to Talent Management and Talent Acquisition** Meaning and importance of Talent Management; factors affecting talent management; types of talent; components of talent management; creating a talent-oriented culture; recruitment vs. talent acquisition; talent acquisition strategies; employer branding; onboarding and socialization.	**15**
M2	**Assessment Centres and Competency Management** Meaning and concept of assessment centres; uses and benefits; technology and outsourcing; training assessors; validity and reliability; limitations of assessment centres; competencies and types of competencies; competency assessment and development; competency mapping; competency frameworks.	**10**
M3	**Career Management and Succession Planning** Career planning and management; models and best practices; succession planning process; challenges in succession planning; managing performance and potential of key talent; identification and development of high-potential employees.	**10**
M4	**Mentoring, Rewards and Emerging Trends in Talent Management** Mentoring high-potential talent; effective mentoring process; gender differences in mentoring; rewards and benefits for talent; customized talent reward strategies; talent retention; war for talent; ethics in talent management; technology and future trends in talent acquisition and	**15**

	management.	
	Total	**50**

CO-PO Mapping

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	–	–	1	1	1	1	1	2	1
CO2	2	2	1	1	1	2	2	**3**	**3**	2	2
CO3	2	**3**	**3**	2	**3**	2	2	**3**	**3**	**3**	2
CO4	2	**3**	2	**3**	**3**	2	2	**3**	**3**	**3**	2
CO5	2	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
CO6	2	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**

Suggested Text Books:-

1. Joshi, Gowri & Vohra, Veena. *Talent Management*. Cengage Learning.
2. Rao, T. V. *Hurconomics for Talent Management*. Pearson Education.
3. Berger, Lance A. & Berger, Dorothy. *The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People*. McGraw-Hil.

Course: COMPENSATION MANAGEMENT	
Course Code: DSE (HRM) - 14	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(HRM).1	Understanding	**Understand** the components of a compensation package and the importance of a compensation structure.
DSE(HRM).2	Applying	Apply the various forms of compensation management for the effective HR practices.
DSE(HRM).3	Analysing	**Compare** the competitive compensation structure considering various factors like CTC, fringe benefits, ESOP, and executive remuneration.
DSE(HRM).4	Evaluating	**Appraise** the regulations related to minimum wages, payment of wages, and payment of bonus**.**
DSE(HRM).5	Creating	**Design** measures related to wage determination, pay grades, wage surveys, comparable worth, and competency-based pay.

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Dynamics of Compensation Structure:** Concept of Compensation structure, Objectives and benefits, Factors affecting compensation decisions, Components of compensation package, Scope and importance of compensation structure, Basic issues that help in designing the organizational strategy for compensation structure.	**10**
M2	**Current Trends in Designing the Compensation Structure:** Introduction to job evaluation, Methods of job evaluation, Internal and external alignment in compensation structure, Market competitiveness, Application of expectancy and equity theories towards compensation structure, Cost to the company concept (CTC), Fringe Benefits: Various kinds of Fringe Benefits, ESOP, Executive remuneration, Compensation Committee and corporate governance.	**12**
M3	**Regulatory Framework for Compensation Structure:** The Code on Wages, 2019 - Regulation of minimum wages, payment of wages, payment of bonus.	**8**
M4	**Grievances Redressal Relating to Conflicts Between Employers and Employees:** Relating to Compensation Structure. The Employees Compensation (Amendment) Act, 2017- Issues relating to wage determination, pay grades, wage surveys, comparable worth, competency-based pay, method of calculating wages.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**

CO1	3	2	2	1	1	3	1	3	1	2	2
CO2	2	3	3	2	2	3	2	3	2	3	2
CO3	2	3	3	3	2	3	2	3	2	2	2
CO4	3	3	2	3	1	3	3	3	1	2	2
CO5	2	3	3	3	3	3	2	3	2	3	3

Suggested Text and Reference Books:

1. Amelia Cascio, W. (2015). Managing Human Resources: Productivity, Quality of Work Life, Profits. United Kingdom: McGraw-Hill Education.
2. Duff, M. C. (2017). Workers' Compensation Law: A Context and Practice Casebook. United States: Carolina Academic Press.
3. Henderson, R. I. (2020). Compensation Management in a Knowledge-based World. India: Pearson Education.
4. Milkovich, G. T., Newman, J. M., Venkata Ratnam, C. S. (2009). Compensation. United States: McGraw-Hill/Irwin.
5. Sharma, J. P. (2010). An Easy Approach to Company and Compensation Laws. Ane Books Pvt. Ltd.

Course: AI IN HR	
Course Code: DSE (HRM) - 15	**Semester: V/VI/VII/VIII**
Course Category: Discipline Specific Electives	**Maximum Marks: 100**

Teaching Scheme	**Examination Scheme**
Lecture: 3	End-semester Exam: 60
Tutorial: 1	Continuous Assessment: 40
Practical: 0	Practical/Seasonal internal continuous evaluation: 0
Credit: 4	Practical/Seasonal external examination: 0

SN	**Cognitive Abilities**	**Course Outcome**
DSE(HRM).1	Remembering	**Identify** different terms and techniques for FHR using AI
DSE(HRM).2	Understanding	**Comment** on different applications and innovative of AI in HR.
DSE(HRM).3	Applying	**Experiment** with different HR strategies considering AI
DSE(HRM).4	Analysing	**Discuss** changes brought in traditional HR due to AI

DETAILED SYLLABUS:

MODULE	**NAME OF THE TOPIC**	**Hours**
M1	**Introduction:** Definition of AI, Brief overview of HRM, Implementation of artificial intelligence in optimizing decision making, Understand the concepts behind artificial intelligence, rule-based systems, and how data science has changed HR Management, Managing HR functions through AI.	**10**
M2	**Recruitment and Selection:** Role of AI in Recruitment and Selection Process, Use of AI Algorithms to analyze Resumes and Job Applications, how artificial intelligence algorithms can be used in various scenarios and how data can be used to make predictions, AI Powered Chatbots for initial candidate interviews, Changing trends in hiring and how that factors into finding the right applicants and how to best apply AI in hiring decisions.	**12**
M3	**Training and Development:** Impact of AI on Employee Training and Development, Utilization of Virtual Reality (VR) and Augmented Reality (AR) Technologies for immersive Training expenses, Personalized Learning Paths through AI driven platforms.	**10**
M4	**Performance Evaluation and Feedback Mechanism:** Contribution of AI in Performance Evaluation, Benefits of AI in Feedback Mechanism, Integration of AI Systems to monitor employee performance metrics continuously, Prospects of AI in HRM.	**8**
M5	**Case Studies on application of AI in HR:** i) Recruitment and Selection; ii) Performance Evaluation; iii) Feedback Process; iv) Training and Development; v) Employee attrition.	**10**
	Total	**50**

CO-PO Mapping

CO-PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**
CO1	**3**	**2**	**1**	**-**	**-**	**2**	**3**	**3**	**1**	**-**	**2**
CO2	**3**	**3**	**2**	**-**	**3**	**1**	**2**	**3**	**1**	**2**	**3**
CO3	**2**	**3**	**1**	**2**	**-**	**2**	**3**	**3**	**-**	**-**	**3**
CO4	**2**	**2**	**3**	**1**	**3**	**1**	**3**	**3**	**2**	**2**	**3**

CO5	**2**	**3**	**2**	**1**	**1**	**3**	**2**	**3**	**1**	**2**	**2**

Suggested Text Books:

1. Amelia Underwood, AI in HR: Enhancing Talent Acquisition and Employee Satisfaction
2. Dr. Nisha Sharma, Dr. Vishal Dattana, et al., Artificial Intelligence in Human Resource Management: Revolutionize Your HR Management with AI

Suggested Reference Books:

1. Dr. Frank Olmos, AI Revolution in HR: Mastering Human Resources with Artificial Intelligence

INTERNSHIP/PROJECT/DISSERTATION OUTLINE AND GUIDELINES

Course: INTERNSHIP/CAPSTONE PROJECT	
Course Code: SEC 581	**Semester: V**
Course Category: Skill Enhancement Course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Credit: 4	Practical/Sessional external examination: 100

COURSE OUTCOMES:

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. Understand workplace culture and dynamics.
4. Hands-on experience in a chosen field

DETAILS:

Internship/ Capstone Project Student Engagement Process: An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. Through Internship mentor, regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Submission of Report: Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form Internship Certificate Introduction & background of the Company Roles & responsibilities as an Intern Weekly work allotment & completion report Challenges & Solutions Learning from the internship Conclusion

Internship Evaluation: Viva Voce and Presentation of the report. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. Feedback from supervisors and industry insights will also be counted.

Course: MAJOR PROJECT	
Course Code: SEC 681	**Semester: VI**
Course Category: Skill Enhancement Course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Credit: 4	Practical/Sessional external examination: 100

COURSE OUTCOMES:

1. Understand basic concepts of research and carry out an analysis
2. Explain key research concepts and issues
3. Read, comprehend, and explain research articles in their academic discipline.
4. Practically apply outcomes of previous research in present problems for decision-making.

DETAILS:

Major Project: All Students must carry out an independent research project in an area of their interest that is Business Administration. A proposal should be submitted at the beginning of semester V. Consequently, students are expected to produce quality research projects that:

1. Addresses current problems of interest in the real world
2. Demonstrate a mastery of skills learnt during their study in the Institute.
3. Demonstrates writing skills.

General Regulations:

The Project report should be submitted before the student sits for the final university examinations in semester VI.

The student shall work under the guidance of a project supervisor appointed by the department.

Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the department.

The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.

The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.

Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defence and VIVA VOCE.

The marks obtained will be added to the proposal defence marks and compiled.

The students should then submit two copies of the project report to the department 2 weeks before the final examination in semester VI.

Choosing a Project Title

1. The project's title should be clear and specific to a real problem.
2. Similar topics between students should be avoided.
3. The project should be new and original, not replicating another person's work.
4. At the proposal level, the appointed supervisor will approve the project title.
5. The research committee will ratify all the topics.

Formatting Guidelines (Will be subject to notification from department): Sample Format for the project report will be provided by the department.

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that ….'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centred.

Project Evaluation: Viva Voce and Presentation of the project report.

Course: SUMMER INTERNSHIP	
Course Code: SEC 781	**Semester: VII**
Course Category: Skill Enhancement Course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Credit: 4	Practical/Sessional external examination: 100

COURSE OUTCOMES:

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. Understand workplace culture and dynamics.
4. Hands-on experience in a chosen field

DETAILS:

Summer Internship Student Engagement Process: An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. Through Internship mentor, regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Submission of Report: Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form Internship Certificate Introduction & background of the Company Roles & responsibilities as an Intern Weekly work allotment & completion report Challenges & Solutions Learning from the internship Conclusion

Internship Evaluation: Viva Voce and Presentation of the report. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. Feedback from supervisors and industry insights will also be counted.

Course: DISSERTATION	
Course Code: SEC 881	**Semester: VIII**
Course Category: Skill Enhancement Course	**Maximum Marks: 100**

Teaching Scheme	Examination Scheme
Credit: 4	Practical/Sessional external examination: 100

COURSE OUTCOMES:

1. Equip themselves with tools for data collection and analysis
2. Understand research in-depth and acquire knowledge to undertake a research project independently.
3. Equip themselves with ethical issues related to Research and Publication.
4. Build a strong foundation for future research work systematically by applying notions of Research Methodology.
5. Gain ability to apply knowledge of Business Administration to research in real-world issues

DETAILS:

Dissertation: All Students must carry out an independent research project in an area of their interest that is Business Administration.

A dissertation is a long-form piece of academic writing based on original research conducted by the student. Hence, this course aims to provide students with the opportunity to apply the knowledge and skills acquired in their courses to a specific problem. This allows students to extend their academic experience into areas of interest and work with new ideas. This also addresses the issues inherent in selecting a research problem and discusses the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing and framing Research proposals. This will give students knowledge, general competence, and analytical skills in Research Methodology. They can build their foundation for research in Business administration. It provides hands-on experience in carrying out research work on interdisciplinary topics, including management, economics, etc., and the process for publishing original work.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world.
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

General Regulations:

The Project report should be submitted before the student sits for the final university examinations in semester VIII.

The student shall work under the guidance of a project supervisor appointed by the department.

Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the department.

The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.

The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.

Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defence and VIVA VOCE.

The marks obtained will be added to the proposal defence marks and compiled.

The students should then submit two copies of the project report to the department 2 weeks before the final examination in semester VIII.

Choosing a Project Title

1. The project's title should be clear and specific to a real problem.
2. Similar topics between students should be avoided.
3. The project should be new and original, not replicating another person's work.
4. At the proposal level, the appointed supervisor will approve the project title.
5. The research committee will ratify all the topics.

Formatting Guidelines (Will be subject to notification from department): Sample Format for the dissertation report will be provided by the department.

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that ….'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.

- Pagination: Bottom of page and centred.

Project Evaluation: Viva Voce and Presentation of the project report.