

**BBA (with Research) - 4 years - 1<sup>st</sup> Semester**

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Accounting Fundamentals	Core Course	4	-	-	4
2	Computers for Managers	Core Course	4	-	-	4
3	Fundamentals of Economics for Managers	Core Course	4	-	-	4
4	Business Environment	Core Course	4	-	-	4
5	Principles of Organizational Behaviour	Core Course	4	-	-	4
6	Communication Skills	Value Added Course	2	-	-	2
7	Environment Studies - I	Ability Enhancement Course	2	-	-	2
8	Punjab Language & Literature-I/History & Culture of Punjab	Ability Enhancement Course	1	-	-	1
	<b>Total Credits</b>		<b>Min Required: 25 Semester Credits:</b>			<b>25</b>

**CBA105: Accounting Fundamentals**

L	T	P/S	Total Credit Units
4	0	0	4

	Lecture Hours
<b>Unit-1 Introduction to Financial Accounting</b>	<b>18</b>
Understanding the meaning, nature, functions and usefulness of accounting, branches of accounting. Understanding the relationship between accounting and other business functions. Financial issues associated with planning, production, marketing, and procurement and information technology. Accounting concepts and Generally Accepted Accounting Principles. An overview of Indian and US GAAP. Introduction to IFRS. Classification of accounts, Understanding of Accounting equation. Accounting Cycle including recording of transactions, journalizing, ledger posting.	
<b>Unit II: Preparation of Financial Statements for corporate and non-corporate business entities</b>	<b>18</b>
Preparation of Trial Balance. Types of errors and effect of errors on the Trial Balance. Preparation of financial statements of non-corporate business entities – Profit and Loss Account, Balance Sheet along with adjustments and numerical on the same. Understanding and Preparation of Financial Statements (Schedule III) along with adjustments and numerical on the same.	
<b>Unit III: Company Accounts &amp; Amalgamation, Absorption and Reconstruction of Companies</b>	<b>18</b>
<b>Company Accounts:</b> Introduction to shares, characteristics and types of shares Preference Shares and its classification; Accounting for Issue of Equity Shares and Preference Shares; Accounting for debentures: Classification of Debentures. Differentiate Debentures from shares. <b>Amalgamation Absorption and Reconstruction of Companies:</b> Determining purchase consideration. Numerical on accounting treatment of amalgamation, absorption, Difference between internal and external reconstruction. Understanding on inter-company holdings. (No numerical)	
<b>Unit IV: IT Application in Accountancy, Ethics in Accounting and Business &amp; Contemporary Issues in Accounting</b>	<b>18</b>
Understanding the use of Information Technology Applications in Accounting, Introduction, scope, and need for accounting software packages in organizations, Usefulness of Tally software to assess financial statements of a company, managerial implications of tally analysis for decision making. <b>Ethics in Accounting and Business:</b> Fundamental principles of ethical behavior, role of regulatory and professional bodies in the accountancy profession, corporate codes of ethics, ethical conflicts, and dilemmas. <b>Contemporary Issues in Accounting &amp; Reporting:</b> Human Resource	

Accounting, Price Level Accounting, Social Accounting, Green Accounting, Corporate Social Responsibility (CSR) Reporting, Sustainability Reporting, Integrated Reporting	
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**Course Learning Outcomes:** By the end of this course, students will be able to

- Develop basic conceptual understanding of accounting and its applicability.
- Understand processes, concepts, and fundamental principles for preparation of Financial Statements.
- Develop skills to use concepts of company accounts for managerial decision making.
- Develop IT skills, understanding of role of Ethics in Accounting Practices and contemporary Issues in accounting

**List of Professional Skill Development Activities (PSDA):**

- To study the annual financial statements of corporate and non-corporate business entities

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Maheshwari, Maheshwari, Maheshwari	Financial Accounting	Vikas Publishing House	2018	9789352718535	1024
White Sondhi Fried	Analysis and Use of Financial Statements	Wiley India Pvt. Limited	2003	978-0471375944	784
Jain & Narang	Advanced Accountancy - Principal of Accounting – Vol -1	Kalyani Publishers	2017	9789327296082	-
Jain & Narang	Advanced Accountancy - Corporate Accounting Vol 2	Kalyani Publishers	2017	9789327270754	-
Maheshwari S.N. Maheshwari CA Sharad. K& Maheshwari, Dr Suneel K	Advanced Accountancy – Vol 1	Vikas Publishing House	2018	9325980673	1360
Maheshwari S.N. Maheshwari CA Sharad. K& Maheshwari, Dr	Advanced Accountancy – Vol 2	Vikas Publishing House	2018	9352718577	1432

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Rajesh Chheda	Learn Tally. ERP9	Ane Books	2018	97893867 61613	350
Sanjeeb Kumar Dey, Abhay Kumar Panda, Ch. Sudipta Kishore Nanda	Corporate Reporting In India	Himalaya Publishing House	2017	978-93- 5273-052- 0	484
Hanif, Mukharjee	Corporate Accounting	Tata- McGraw-Hill Education	2017	97893526 05569	1440

### CBA106: Computers for Managers

L	T	P/S	Total Credit Units
4	0	0	4

	Teaching Hours
<b>Unit-1 World of Computers</b>	<b>18</b>
Introduction to world of Computers, Basic Structure of Computer System, Computers in Home (Reference, Education & Communications, Entertainment and Digital Media Delivery, Smart Appliances, Home Computers), Computers in Education, Computers in workplace (productivity and decision making, customer services, communications), Computers on the move (Portable and Hand held computers, Self-Service kiosks, GPS Applications), Generation of Computer, Types of Computer (Size and Technology wise), Support Systems - Hardware and Software, Computer Peripherals, Memory Management.	
<b>Unit-2- Computer Networks and Internet Technology</b>	<b>18</b>
Introduction to Computer Networks, Networking components, Classification and types of Networks, Network Topologies – Overview with Advantages and Disadvantages, Communication Channels, Client Server Architecture, LAN concepts, Introduction to Internet (History, Concepts, & Myths), Difference between Internet, Intranet and Extranet, Domain Name Service, Internet Protocols and Addressing, Services of Internet, Internet and Support Technologies, Censorship and Privacy issues.	
<b>Unit-3- Database Management System</b>	<b>18</b>
Introduction, Need for DBMS, Components of DBMS, Benefits of DBMS over Traditional File System, classification and types of Database Models, Database Approach – Its benefits and disadvantages. Components of DBMS, Concept of Data Warehouses and Data Marts. Introduction to MS-Access.	
<b>Unit-4-Application of IT in Business and Future Trends in Technology</b>	<b>18</b>

Functional areas of an organization, Role of Information Technology: HRM, Finance and Accounts Management, Marketing Management, Information System Management, Operation Management, Disaster Recovery Planning, Cloud Computing, Green Computing, Big Data, Use of artificial intelligence in business, Machine Learning, Industrial internet of things, Intelligent interfaces, Augmentation Reality, Quantum computing, Blockchain, Smart dust.

**Note: Familiarization with MS-Access and Internet shall be done in class, as they require hands-on training.**

**Course Learning Outcomes:** At the end of this course, the students will be able to:

- Develop the understanding and practical exposure to the techniques of Information Technology
- Apply various terminologies used in the operation of computer systems in a business environment
- Provide the best chance of growth of an organization in the new age
- Enhance the analytical and design skills which are applicable in all Business Functional Areas

**List of Professional Skill Development Activities (PSDA):**

- Research on the latest and innovative trends in Information Technology that is supporting business organizations.
- Identify opportunity and generate idea for implementation of IT in an organization.
- Use of Data repositories by digital firms for developing Business Intelligence
- Research the future trends on use of Computer Network and its applications.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Charles Parker, Deborah Morley	Understanding Computers: Today & Tomorrow	CENGAGE	2014	9781285767307	440
V. Rajaraman, Neeharika Adabala	Fundamentals of Computers	Prentice Hall India	2014	9788120350670	448
Pradeep K. Sinha , Priti Sinha	Computer Fundamentals : Concepts, Systems & Applications	BPB Publications	2004	9788176567527	536
Pradip K. Chande, Parag Kulkarni	IT Strategy for Business	Oxford University Press	2008	9780195694475	440

**CBA107: Fundamentals of Economics for Managers**

L	T	P/S	Total Credit Units
4	0	0	4

	Teaching Hours
<b>Unit I: Introduction</b>	<b>18</b>
Nature and Scope of Business Economics, marginal and incremental principles. Production Possibility Frontier. Concept of Demand & its determinants. Concept of Supply, determinants of supply, market equilibrium.	
<b>Unit II: Elasticity of Demand and Supply, Demand Forecasting and Utility analysis</b>	<b>18</b>
Elasticity of demand and supply: meaning, types, measurement and significance in managerial decisions. Concept of demand forecasting and methods of demand forecasting. Cardinal Utility analysis, indifference curve analysis, Consumer's equilibrium through cardinal and ordinal approaches.	
<b>Unit III: Production and cost analysis</b>	<b>18</b>
Production function, Law of variable proportions, Returns to Scale, Concept of isoquants, Marginal Rate of Technical Substitution, Producer's equilibrium through isoquants. Cost concepts and their classification, cost-output relationships in short run and long run.	
<b>Unit IV- Market structures; Introduction to Macro Economics</b>	<b>18</b>
Different market structures (features and price determination under each): Perfect competition, Monopoly, Monopolistic Competition, and Oligopoly. Break even analysis. Circular flow of Income, National income concepts, Inflation, unemployment and its types.	

**Course Learning Outcomes:** At the end of this course, the students will be able to:

- Understand the concepts of business economics for decision making and forward planning.
- Apply economic models & decision-making framework to a range of managerial problems.
- Analyze economic information related to business & draw meaningful inferences from it
- Evaluate cost/ revenue structures/ profitability of business organizations

**List of Professional Skill Development Activities (PSDA):**

- Home assignment (write-up): Prepare and submit a write-up on emerging issues/ trends in consumption, or production, or markets.
- Analysis & Interpretation (write-up): Select a business organization and analyze its cost, revenue, and profitability structure. Prepare and submit a write-up on the same.
- Prepare and present a term paper/report / Case study on any one oligopolistic industry analyzing the competition among firms and the pricing strategies adopted by them.

**Text / Reference Books:**

Author	Title	Publisher	Year of	ISBN	Page
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			publicatio n		s
H.L. Ahuja	Modern Microeconomics: Theory & Applications	S. Chand Publishing	2017	978-9385676130	976
Koutsoyiannis	Modern Microeconomics	Palgrave Macmillan	2008	978-0333778210	599
Robert H. Frank	Microeconomics and Behavior	McGraw-Hill Publishing	2020	978-0070218925	744
R.L.Varshney, K.L. Maheshwari	Managerial Economics	Sultan Chand & Sons	2014	978-8180549144	864
Peterson H., W. Chris Lewis, Sudhir K. Jain	Managerial Economic Analysis and Cases	Pearson Education	2005	9788177583861	640
H.L. Ahuja	Macroeconomics – Theory & Practice	S Chand & Company	2016	978-9385401350	952
Olivier Blanchard	Macroeconomics	Pearson Education	2020	978-9353945220	576
Richard T. Froyen	Macroeconomics: Theories and Policies	Pearson Education	2013	978-9332518322	390

### CBA108: Business Environment

L	T	P/S	Total Credit Units
4	0	0	4

	Teaching Hours
<b>Unit I: Overview of Business Environment</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Meaning and types of business environment, Internal and external environment, Micro and macro environment,</li> <li>Factors (Cultural, social, Political economic legal, demographic and technological) effecting business environment.</li> </ul>	
<b>Unit II: Indian Industrial Environment</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Industrial policy up to 1991, New industrial policy, Liberalization, Privatization and Globalization process in India,</li> <li>Disinvestment, Industrial sickness, MRTP act 1969, Competition law2002, Foreign Exchange Regulation Act and Foreign Exchange Management Act (FERA and FEMA).</li> </ul>	
<b>Unit III: Financial &amp; Labor Environment</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Indian money and capital markets: meaning, functions and constituents, Stock exchange- importance and functions,</li> <li>SEBI, Capital market reforms and development, Industrial financial institutions (IDBI, SIDBI, ICICI, IFCI etc.).</li> </ul>	

<ul style="list-style-type: none"> <li>Labour legislation in India, Social security benefits, Industrial disputes- causes and preventive measures, Settlement of disputes, International Labour Organization (ILO), Trade union- meaning and functions, Trade Union Act.</li> </ul>	
<b>Unit IV: Economic Planning, Development and Global Environment</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Planning in India- needs and objectives, five year plans, planning commission, 11<sup>th</sup> five year plan, Green and white revolution- achievements and failures, Second green revolution,</li> <li>Foreign trade policy 2009, Export processing zones, Export oriented units, Special economic zones (EPZ's, EOU's, SEZ's) and trading houses in India.</li> <li>Bretton woods system, features of Uruguay round of negotiations, GATT/ WTO- role, functions and ministerial conferences, IMF, World Bank (International Bank for Reconstruction and Development),</li> <li>Regional economic cooperation institutions, SAARC, EU, NAFTA and ASEAN.</li> </ul>	

**Course Learning Outcomes:** By the end of the course student will be able to critically assess current and future metrics, research technologies, and research data output related to the subject.

- Develop an understanding of business environment concepts and situations in an adequate manner.
- Assess diverse domains of business environments that impact the business in a big way.
- Analyze the role of changing business strategies in the present era.
- Evaluate the impact of changing business dynamics at global level.

**List of PSDA Activities:**

- Every student to present a PESTEL analysis of a country of their choice.
- Each student to submit and present a critical analysis of the current EXIM policy.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Shaikh Saleem	Business Environment	Pearson Education	2020	978-9353948160	856
Suresh Bedi	Business Environment	Excel Books	2005	978-8174463753	650
Dr. H.L. Bhatia	International Economics	Vikas Publications	2006	978-8125916604	672
Gaurav Datt &	Indian Economy	S.Chand	2016	978-93525312	108

Ashwani Mahajan		Publishing		95	0
Francis Cherunillum	International Business Environment	Himalaya Publications	2017	978-9352028795	494

**HRD101: Principles of Organizational Behavior**

L	T	P/S	Total Credit Units
4	0	0	4

	Teaching Hours
<b>Unit-1- Fundamentals of Management Foundation</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Concept, Nature, Scope and Functions of Management ,Levels of Management, Types of Organizations</li> <li>• Evolution and Foundations of Management Theories - Classical and Neo - Classical Theories, Systems Approach to organization, Modern Organization Theory.</li> <li>• Understanding the Management Principles of Planning, Directing, Leading, Controlling and Staffing</li> <li>• Decision Making Process, MBO, Span of Control, Delegation of Authority &amp; Management of Control Process</li> </ul>	
<b>Unit-2- Introduction to Organizational Behavior and Individual Behavior</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• The concept, Nature and Significance, Factors affecting human behavior, Disciplines contributing to OB ,</li> <li>• Personality-concept and determinants,</li> <li>• Theories of Personality: MBTI, Holland's model; Cattell's model and Big Five personality factors;</li> <li>• Perception: concept, factors influencing perception; perceptual errors; managerial implications of perception;</li> <li>• Learning: Concept, Learning theories: Classical conditioning theory, Operant conditioning, cognitive learning and social learning theories</li> </ul>	
<b>Unit-3- Dimensions of interpersonal Behavior</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Interpersonal Dimensions of Behavior; Transactional Analysis, Implications of TA,</li> <li>• Importance of Communication and Negotiation in interpersonal relationships,</li> <li>• Emotional Intelligence- Meaning, importance and application in organization,</li> <li>• Power: Concept, determinants, types,</li> <li>• Organizational Politics: Tactics, Impression Management.</li> </ul>	
<b>Unit-4- Group Behaviour, Conflicts and Organizational Change</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Group: Concept, types of groups, stages of group development, Determinants of Group Behavior,</li> <li>• Organizational conflict, Nature and types of conflict, Management of organizational conflict,</li> <li>• Organizational change, Planned change, Resistance to change, Managing stress during change</li> </ul>	

**Course Learning Outcomes:** On completion of the course:

- Students understand various principles of Management and relate it to day to day Functioning.
- Student will be able to develop and identify factors relating to individuals, groups and organizations behavior.
- Student will be able to apply and distinguish between different types of learning, personality and motivational theories.
- Student will be able to evaluate and assessing different work related behaviors.

**List of Professional Skill Development Activities (PSDA):**

- **Field Project** - In group of students will study the Management Principles in any organizations. They will prepare a report and present it to the class.
- **Project** – Student will prepare a project report of Analysis the Personality by different methods

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Koontz Harold & Weihrich Heinz	Essentials of Management	Mc Graw Hill India	2015	978-93-392-2286-4	496
Chandrani Singh & Aditi Khatri	Principles & Practice of Management & Organizational Behaviour	Sage Publications India Private Limited	2016	978-9351508953	456
K. Ashwathappa	Organizational Behaviour	Himalaya Publishing House	2016	978-9352020652	760
Newstrom John W. and Davis Keith	Human Behaviour at Work	McGraw-Hill Education	2001	978-0072396751	560
James Sagner	Management and Organizational Behavior	Wessex, Inc.	2019	9780999554777	294
Stephen P. Robbins, Timothy A. Judge, Neharika Vohra	Organizational Behaviour	Pearson	2019	978-0071160186	800
P C Tripathi & P N Reddy	Principles of Management (6 <sup>th</sup> Edition)	McGraw Hill Education	2017	978-9352605354	349
G. Gnanasekaran, S. Radha, P.	Principles of Management	Charulatha Publications	2019	9789389736229	165

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**BBA (with Research) - 4 years – IInd Semester**

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Principles of Marketing	Core Course	4	-	-	4
2	Fundamentals of Human Resource Management	Core Course	4	-	-	4
3	Business Mathematics	Core Course	4	-	-	4
4	Cost Accounting	Core Course	4	-	-	4
5	Business Laws	Core Course	4	-	-	4
6	Communication Skills	Value Added Course	2	-	-	2
7	Environment Studies - II	Ability Enhancement Course	2	-	-	2
8	Punjab Language & Literature-II/History & Culture of Punjab for BA - II	Ability Enhancement Course	1	-	-	1
<b>Total Credits</b>			<b>Min Required: 25</b>			<b>Semester Credits: 25</b>

**Course Title: Principles of Marketing**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Introduction to Marketing and Marketing Environment</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Meaning of marketing</li> <li>• Core concepts of marketing</li> <li>• Evolution of Marketing</li> <li>• Marketing Management philosophies, viz., the production concept, the product concept, selling concept and the marketing concept</li> <li>• Elements of Marketing Mix</li> <li>• The newer definitions of marketing- Societal Marketing and Relationship Marketing.</li> <li>• Role of Marketing in the changing business environment</li> <li>• Value Chain: Concepts &amp; Elements</li> <li>• Internal and External Marketing Environment Analysis</li> <li>• Introduction to Marketing Information System and Marketing Research</li> <li>• Introduction to Strategic Planning</li> <li>• Marketing Process</li> <li>• Marketing Plan</li> </ul>	
<b>Unit II: Segmentation, Targeting, Positioning and Consumer Behaviour</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Concept of Market Segmentation</li> <li>• Bases for segmenting</li> <li>• Consumer and Business markets,</li> <li>• Approaches for Targeting,</li> <li>• Differentiation and Positioning.</li> <li>• Buying Behavior for Consumer Markets</li> <li>• Various Buying Roles</li> <li>• Buying Behavior for Industrial Markets</li> <li>• Types of Buying Situations</li> </ul>	

<ul style="list-style-type: none"> <li>• Buying Decision Process</li> <li>• Factors Affecting Buyer Behavior</li> <li>• Diffusion of Innovation and Consumer Adoption Process</li> </ul>	
<b>Unit III: Products and Pricing Decisions</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Product Planning and Market Strategies</li> <li>• Product Concepts and Classification,</li> <li>• Product Life Cycle, New Product Development,</li> <li>• Branding, Packaging and Labeling.</li> <li>• Pricing Decision: Pricing Policies and Strategies.</li> <li>• Delivering Customer Value, Customer Satisfaction &amp; Customer Delight</li> </ul>	
<b>Unit IV: Promotion and Distribution Decisions and Emerging Marketing Paradigms</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Distribution Decisions: Channel Design Decisions, Major Channel Alternatives</li> <li>• Channels Management Decision, Causes and Managing Channel Conflict, Physical Distribution.</li> <li>• Promotion Decisions: Communication Process.</li> <li>• Promotion Tools: Advertising (Steps Involved in Designing and Advertising Programme), Sales</li> <li>• Promotions, Personal Selling.</li> <li>• Recent trends in online marketing; e- marketing, mobile marketing and social media marketing, Green marketing</li> <li>• Glocal marketing</li> </ul>	

**Course Learning Outcomes:** Students who successfully complete this course will have first-hand knowledge about impact of various marketing activities on creating customer satisfaction and customer loyalty. By the end of the course students will be able to –

- Develop an understanding of the market characteristics and the nature of competition in such markets.
- Organize for effective marketing and implementing the market planning process
- Develop an insight and knowledge base of the various underlying concepts driving marketing strategies
- Apply concepts, theories, models, and contemporary concepts of marketing

**List of Professional Skill Development Activities (PSDA):**

- Understand, apply and analyze theories of Marketing Management and write a Term Paper.
- Make and present a business plan to launch a new product of your choice. The plan should comprise the need definition, targeted customer segment(s), potential size of the market, the manufacturing and delivery of the offering.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar K. Jha	Marketing Management– A South Asian Perspective	Pearson India Pvt. Ltd.	2008	9789332557185	870
David L Kurtz, Louis E Boone	Principles Of Marketing	Cengage Learning India Pvt Ltd	2010	9788131502938	656
S. Neelamegham	Marketing in India: Cases and Readings	Vikas Publishing	2012	9789325956766	724
Biplab S. Bose	Marketing Management	Himalaya Publishing	2014	9788184883008	792
Paul Baines, Chris Fill, Sara Rosengren, and Paolo Antonetti	Marketing	Oxford University Press	2019	9780198809999	776

**Course Title: Fundamentals of Human Resource Management**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Introduction to Human Resource Management</b>	<b>18</b>
<ul style="list-style-type: none"> <li>HR: Meaning and definition, types and recent trends</li> <li>HRM: Objectives, scope, functions, trends and practices</li> <li>Meaning, Concept, Scope of Strategic Human resource management (SHRM)</li> <li>Role and Responsibilities of the Human Resource Manager</li> <li>HR Policies and Procedures</li> <li>HRD Strategies in Organizations, Business strategy, HRD and performance</li> </ul>	
<b>Unit II: Human Resource Requirements and Learning and Development of Human Resources</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Concept and objectives of Human Resource Planning, Need and importance of HR Planning, Stakeholders in HR</li> <li>Job Analysis: Definition, Process and benefits, Job Design – Definitions, approaches, Job description, Job Specifications</li> <li>Talent Acquisition: Recruitment, Selection Process, Methods – Interview, GD, Tests,</li> <li>On Boarding talent, Induction and Placement, Promotion and Transfer</li> <li>Learning and Development, Steps of Training Process, Training</li> </ul>	

<p>Need Assessment program in a changing technological environment</p> <ul style="list-style-type: none"> <li>• Career Planning and Development: Career Planning process, Career Development, Strategies of Companies</li> <li>• Succession Planning, Talent Management Employee Engagement, Knowledge, Management</li> </ul>	
<b>Unit III: Performance and Compensation Management</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Personnel Management and Potential Management</li> <li>• Meaning and Objectives of performance appraisal, Different methods of appraisals, Pay linked with performance, Current trends in benchmarking of performance appraisals</li> <li>• Managerial Competencies, Competency Mapping</li> <li>• Objectives and Principles of Compensation, Components of compensation</li> <li>• Designing and administration of wage and salary structure</li> <li>• Expatriate Compensation</li> <li>• Incentives, Financial and Non-Financial Incentives, Group and Individual Incentives</li> </ul>	
<b>Unit IV: Employee Relations and Future of Work Place: Emerging Trends in HR in the New Millennium</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Concept and Objectives of industrial relations, Role of management in Industrial Relations</li> <li>• Trade Unions: Meaning, Need and Function</li> <li>• Workers Participation in Management</li> <li>• Laws related to Industrial Relations</li> <li>• Labour Welfare and Social Security, Employee Health and Safety</li> <li>• Emerging trends in IR</li> <li>• CSR, Green HR</li> <li>• Human Resource Information System (HRIS)</li> <li>• HR Audit, IHRM and emerging issues in 21<sup>st</sup> century</li> <li>• Work life Balance, Work Family conflict</li> <li>• HR Analytics, HR and Artificial Intelligence</li> </ul>	

**Course Learning Outcomes:** On completion of the course students should be able to-

- Understand an overview of the concepts, functions and processes of human resource management
- Create an awareness of the new HR role, responsibilities, policies and procedures of HRM and knowledge and understanding of the current practical intellectual and policy challenges facing practitioners in the field of HRM
- Understand employee performance management, development and its role in Organizational effectiveness
- Analyze the relationship between HRM and Business Strategy and its impact on company performance

- Apply managing change and introducing new forms of work Organization
- Evaluate/Recognize the emerging strategic HRM trends, challenges in new millennium

**List of Professional Skill Development Activities (PSDA):**

- **Field Project:** Interview for Employee Engagement Activity for Talent Management. Students will prepare a report and present it in the class.
- **Project –** Students will prepare a project report to discover new trends in HR Practices using AI.

**Text/Reference Books:**

<b>Author</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of publication</b>	<b>ISBN</b>	<b>Pag es</b>
Dessler G	Human Resource Management	Pearson Education	2005	013144 0977	725
Aswathappa. K	Human Resource Management- Text & Cases	Tata McGraw Hill, New Delhi	2017	935260 5438	928
Snell S and Bohlander G	Human Resource Management	Cengage Learning	2007	032431 4639	783
Rao VSP	Human Resource Management. Text & Cases	Excel Books	2006	817446 4484	710
Mathis and Jackson	Human Resource Management	Cengage Learning	2006	113395 3107	688
Kapoor Shikha	Human Resource Management (Text and cases)	Taxmann Publishers	2015	935071 7417	792

**Course Title: Business Mathematics**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit-1 Matrices and Determinants</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Definition and Types of Matrices- Conversion of linear equations to matrix form,</li> <li>• Algebra of Matrices,</li> <li>• Transpose of a Matrix, Determinants( order 2 and 3), Cofactors, Adjoint of a Matrix,</li> <li>• Inverse of Matrix,</li> <li>• Applications to business problems and solving simultaneous equations up to 3 variables using Cramer's Rule and Matrix Inversion Method.</li> </ul>	
<b>Unit-2- Mathematics of Finance</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Rates of interest: nominal, effective and their inter-relationships in different compounding situations. Compounding and discounting of a sum using different types of rates. Applications relating to Depreciation of assets and Equation of value.</li> <li>• Types of annuities: ordinary, due deferred, continuous, perpetual. Determination of future and present values using different types of rates of interest. Applications relating to Capital expenditure, Leasing, Valuation of simple loans and debentures, sinking fund (excluding general annuities).</li> </ul>	
<b>Unit-3- Differentiation</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Function: Definition, Types of Functions, Concepts of Limits and Continuity,</li> <li>• Differentiation- definition, derivatives of Algebraic, Logarithmic and exponential function.</li> <li>• Business application of differentiation;</li> <li>• Chain Rule, Product Rule, Quotient Rule,</li> <li>• Maxima and Minima (single variable case),</li> <li>• Applications to business problems</li> </ul>	
<b>Unit-4- Integration</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Concepts of Integration ,</li> <li>• Indefinite Integration and methods of integration (Exponential &amp; Algebraic functions),</li> <li>• Product Rule ,Business Application of Integration</li> </ul>	

**Course Learning Outcomes:** On completion of the course students should be able to-

- define basic terms in the areas of business calculus and financial mathematics
- explain basic methods of business calculus, types and methods of interest account and their basic applications in practice

- solve problems in the areas of business calculus, simple and compound interest account, use of compound interest account, loan and consumer credit
- discern effects of various types and methods of interest account
- connect acquired knowledge and skills with practical problems in economic practice

**List of Professional Skill Development Activities (PSDA):**

- Use differentiation to determine consumer surplus based on demand function of any consumer-based product.
- Gather information about various deposit and loan schemes of banks and other financing institutions and find out interest rate differential, and compounded value.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Anthony, M., & Biggs, N.	Mathematics for Economics and Finance	Cambridge University Press	1996	978-0521559133	414
Kapoor, V. K., & Sancheti, D. C.	Business Mathematics, Theory & Applications	S. Chand Publishing	2014	978-8180545382	-
Raghavachari M	Mathematics for Management	Tata McGraw – Hill	2017	978-0070965706	528
Sharma J K	Business Mathematics: Theory and Applications	ANE Books	2009	978-8180521836	250

**Course Title: Cost Accounting**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Concept and Nature of Cost Accounting</b>	<b>18</b>
Concept of cost and costing, Importance and features of costing, Cost	

<p>classification, Concept of cost unit, cost center, meaning of 'unit' from the viewpoint of producer, Establishment of an ideal cost accounting system, Cost Reduction, Cost Control, Installation of Costing System. Preparation of Cost Sheet for manufacturing and service sector.</p> <p><b>Material Cost</b> Direct and indirect material, Valuation of materials, Principles of valuation of material as per AS- 2/ Ind AS- 2; CAS- VI, Material control, purchases, Objectives and functions of purchase department, Inventory control: Meaning and techniques including latest techniques like Just in Time (JIT) Inventory Management, Kanban, Kaizen, Determination of Economic Order Quantity (EOQ). Treatment of waste, scrap, spoilage, defective and obsolesce.</p>	
<b>Unit II: Employee Cost and Overheads Cost</b>	<b>18</b>
<p>Meaning and classification of employee cost, Requisite of a good wage and incentive system, Time and piece rate plans, Profit sharing, Employee productivity and cost. Labor cost control – techniques, Employee turnover, Remuneration and Incentive schemes (Rowan &amp; Halsey Plan only).</p> <p><b>Overheads:</b> Definition and classification, Production overheads – allocation and apportionment of cost, Meaning and Methods of cost absorption, Treatment of over- absorption &amp; under-absorption of overheads, Administration, and selling &amp; distribution overheads – methods of ascertainment, Treatment of Research &amp; Development cost in Cost Accounting.</p> <p>Cost Ledger Accounting; Reconciliation of Cost and Financial Accounts: Methods and procedure of Reconciliation, Reconciliation Statement</p>	
<b>Unit III: Methods of Costing: Job Costing, Batch Costing, Process Costing, Contract Costing</b>	<b>18</b>
<p>Meaning of Job Cost, its application and accounting, Preparation of Job cost sheet. Meaning of Batch Cost and its application in today's industry. Meaning and application of process costing, Methods of determination of cost in process costing, Normal and abnormal loss and gain, Inter process costing and profit ascertainment. Choice between process and job costing. Meaning, features and types of contract, Methods of cost determination in contract costing, Escalation clause and cost-plus contract.</p>	
<b>Unit IV: Service Costing &amp; Activity Based Costing</b>	<b>18</b>
<p>Meaning and scope of service costing, Factors in ascertaining service cost, Ascertainment of service cost of following services: Transport, Hospital, Canteen, Toll, Education institution, IT industry, Hotel, and any other contemporary service industry.</p> <p>Activity Based Costing: Concept, significance, and salient features; Stages and flow of costs in ABC; Basic components of ABC - resource drivers and cost drivers; Application of ABC in a manufacturing organisation and service industry.</p> <p>Cost Audit and Cost Accounting Records: Meaning of cost Audit, types of Cost Audit, Auditing Techniques, Difference between Financial &amp; Cost Audit, Appointment, Roles, Responsibilities And Rights Of Cost Auditor</p>	

**Course Learning Outcomes:** At the end of this course, the students will be able to develop basic conceptual understanding of accounting and its applicability.

- Understanding of conceptual framework of cost accounting, determination of cost of product/service, ascertainment of material cost.
- Development of skills to ascertain employee and overhead cost.
- Understanding of application of various methods of costing.
- Understanding the conceptual knowledge and applications of activity based costing.

**List of Professional Skill Development Activities (PSDA)**

- Prepare a cost statement for manufacturing and/ or service organisation.
- Explore & suggest suitable cost system for different types of services organisation.
- Study & Analyze Research & Development cost in pharmaceutical & similar industry.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
H V Jambh	Fundamentals of Cost Accounting – Principles & Practice	Ane Books Pvt Ltd.	2011	978-9380618982	974
Lal, Jawahar, Srivastava Seema	Cost Accounting – Text, Problems & Cases	Tata-McGraw-Hill Education	2019	9781259026522	1068
Jain & Narang	Cost Accounting– Principles and Practice	Kalyani Publishers	2018	9789327285260	1277
Kishore, Ravi M	Cost & Management Accounting	Taxmann	2021	9789392211133	908
S. N. Maheshwari & S.N. Mittal	Cost Accounting- Theory and Problems	Mahavir Publications	2016	9381880235	1109
M.C. Shukla, T.S. Grewal and M P. Gupta	Cost Accounting, Text and Problems	S. Chand & Co. Ltd	2013	8121919630	958
Prabhakar Rao, Reeta, Gupta, Shruti	Cost Accounting – Principles and Practice	Sultan Chand	2021	8194946999	420

**Course Title: Business Laws**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit-1 Introduction to Business law and Company Law</b>	<b>18</b>
Introduction to law, Object of law, Sources of law, Function and Its importance in business. Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Prospectus and Issue of Shares, Share Capital and Shareholders, Company Meetings and Proceedings, Powers and Liabilities of Directors, Meeting, Managerial Remuneration and Winding up of Company.	
<b>Unit-2- : Indian Contract Act, 1872</b>	<b>18</b>

Nature and kinds of Contracts, Concepts related to Offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Basic Elements of Law Relating to Agency, Guarantee and Pledge.	
<b>Unit-3- Indian Sale of Goods Act, 1930 and Consumer Protection Act 1986</b>	<b>18</b>
Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease, Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller. Need for Consumer Protection – Meaning of Consumer – Different Redressal Forums for Consumers,	
<b>Unit-4- Negotiable Instruments Act, 1881 and Introduction to RTI</b>	<b>18</b>
Meaning of Negotiability and Definition of Negotiable Instruments, Features, Cheques, Bill of Exchange and Promissory Note, Holder in Due Course, Crossing of Cheques, Endorsement and Dishonour of Cheques. Rights of Consumers, Unfair Trade Practices, and Procedure for Filing Complaints. Important provisions related to RTI.	

**Course Learning Outcomes:** By the end of this course, the students will be able to:

- Develop the ability needed to understand the basics of laws governing a Company, concepts and features of companies.
- Apply knowledge from company law and provision of multiple acts into real life case studies.
- Enhance the ability to understand the legal and economic structure of different forms of business organizations
- Evaluate how businesses can be held liable for the actions of their employees by studying the legal framework

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
P.K. Goel	Business Law for Managers	Wiley Publishers	2006	9788177225358	340
Kapoor, Kapoor, Abbi, Bhushan	Elements Of Mercantile Law	Sultan Chand & Sons	2019	9789389174366	1376

Maheshwari & Maheshwari	Principles of Business Law	Himalaya Pub. House	2014	9789351425595	456
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**BBA (with Research) - 4 years - IIIrd Semester**

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Management Accounting	Core Course	4	-	-	4
2	Management Information System	Allied Course	3	-	-	3
3	Business Statistics	Core Course	4	-	-	4
4	Fundamentals of Production & Operations Management	Core Course	4	-	-	4
5	Fundamentals of Entrepreneurship	Employability & Skill Enhancement Course	3	-	-	3
6	E-Business Management	Industry Specific Course	3	-	-	3
7	Understanding Self for Effectiveness	Value Added Course	1	-	-	1
8	Professional Values and Ethics	Value Added Course	2	-	-	2
9	Foreign Business Language	Value Added Course	1	-	-	1
	<b>Total Credits</b>		<b>Min Required: 25</b>			<b>Semester Credits: 25</b>

**Course Title: Management Accounting**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Introduction of Management Accounting</b>	<b>18</b>
Meaning, Objectives, and Scope of management accounting; Difference between financial accounting, cost accounting and management accounting; Tools & techniques used in Management Accounting. Concept , Use & Techniques of Analysis of Financial Statements - Comparative Financial Statements; Common Size Financial Statements; Ratio Analysis; Cash Flow Statement; Fund Flow Statement	
<b>Unit II: Marginal Costing</b>	<b>18</b>
Meaning of Variable Costing, Absorption Costing and Marginal Costing; uses of Marginal costing; Cost-Volume-Profit Analysis, Profit/Volume ratio. Break-even analysis - algebraic and graphic methods. Angle of incidence and margin of safety. Meaning and importance of Limiting/Key factor in budgeting; Decision making based on Marginal Cost Analysis - profitable product mix, Acceptance or Rejection of special/export offers, Make or Buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Cost Control, Cost Reduction and Cost Management : Concept; Techniques ;Methods ; Advantages and Disadvantages.	
<b>Unit III: Budgetary Control</b>	<b>18</b>
Concept of budget; different types of budgets; budgeting and budgetary control; meaning, objectives, merits, and limitations of budgetary control; budget administration; Functional budgets including cash budget; Fixed and flexible budgets: meaning and preparation; Zero-based budgeting; Performance budgeting, difference between performance & traditional budgeting.	
<b>Unit IV: Standard Costing &amp; Variance Analysis</b>	<b>18</b>
Meaning of standard cost and standard costing; Difference between budgeted cost and standard cost; advantages, limitations, and applications of standard costing; Meaning of Variance and Variance Analysis – material, labour, overheads, and sales variances. Disposition of Variances, Control Ratios. Responsibility Accounting and Performance Evaluation: Concept; Types of Responsibility Centres; Performance Reports; Techniques of Performance Evaluation and Reporting; Balance Score Card	

**Course Learning Outcomes:** At the end of this course, the students will be able to develop basic conceptual understanding of accounting and its applicability.

- Understanding of techniques of analysis of financial statements.
- Development of skills to understand the concepts of marginal costing & use the same for various decision making .
- Understanding the conceptual knowledge and applications of types of budgets & budgetary control.
- Development of a skill in exercising controlling function by understanding the concept of standard costing & variance analysis

**List of Professional Skill Development Activities (PSDA)**

- Analysis of Financial statements of Listed companies.
- Application of Marginal costing techniques in Managerial Decision-Making using situation based Case Studies

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Khan & Jain	Management Accounting – Text, Problem & Cases	McGraw-Hill Education	2017	9354600395	992
Kishore, Ravi M	Cost & Management Accounting	Taxmann	2021	9789392211133	908
H V Jambh	Fundamentals of Management Accounting	Ane Books Pvt Ltd.	2009	978-9380186453	974
Gupta , KL	Management Accounting	Sahitya Bhawan Publications	2018	B07QY97XSR	648
Jain & Narang	Cost and Management Accounting	Kalyani Publishers	2017	9789327257861	1277

**Course Title: Management Information System**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Introduction to Management Information System</b>	<b>13</b>
Introduction to Information Systems, Management Information System; Basic Concepts – Organization Structure, Business Functions, Role of MIS, MIS in Business, MIS Developing Process Models - Simon’s Model in Information System, Major Trends in Information Technology.	
<b>Unit II: Types of IS &amp; Managerial Decision Making</b>	<b>14</b>
Types of IS, Managerial Decision Making; Decision Making Process, Relationship between Decision-Making and MIS, Group Decision Making,	

Integrating Managerial Levels and Functional areas by MIS, Components of MIS.	
<b>Unit III: Intelligent support systems</b>	<b>14</b>
Intelligent support systems & concepts of Artificial Intelligence, Data Mining & Data warehousing, Emerging trends in Information management systems, Introduction to ERP & CRM solutions..	
<b>Unit IV: Managerial implications of IT/IS in Global business</b>	<b>13</b>
Planning, Organizing and controlling, Information Security, Tools and techniques, Legal and Ethical issues, Future of Information management.	

**Course Learning Outcomes:** Learning outcomes of this course are –

- Understand the information needs of an organization and a business function.
- Evaluate effectiveness of decision making process and identify its tools.
- Examine the evolution, role, function and impact of IT & IS in global business operation.
- Identify sources of information and assess how they can be used in the decision making process by leveraging information technology and networks.

**List of Professional Skill Development Activities (PSDA):**

1. Research on the latest and innovative use of Information Systems in organizations.
2. Identify use of Information systems in decision making.
3. Identify opportunity, generate idea and conduct feasibility analysis of IS implementation.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Kenneth Laudon, Jane Laudon	Management Information Systems: Managing the Digital Firm	Pearson	2021	97812924 03281	648
Ramesh Behl, James A. O'Brien	Management Information Systems	McGraw Hill Education	2019	97893531 64652	824
Waman S Jawadekar, Sanjiva Shankar Dubey	Management Information System: Text and Cases	McGraw Hill	2020	97893899 49346	768
C.S.V. Murthy	Management	Himalaya	2017	97881848	336

	Information System	Publishing		82759	
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**Course Title: Business Statistics**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

	<b>Lecture Hours</b>
<b>Unit-1 Statistical Data and Descriptive Statistics</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Nature and classification of data – Univariate, bivariate and multivariate data; time-series and cross-sectional data.</li> <li>Measures of Central Tendency (a) Concept and properties of mathematical averages including arithmetic mean, geometric mean and harmonic mean Merits and Demerits and applications of mathematical averages (b) Positional Averages including Mode and Median (and other partition values - quartiles, deciles, and percentiles) with graphic presentation. Merits and demerits of positional averages.</li> <li>Measures of Dispersion: absolute and relative. Range, quartile deviation, mean deviation, standard deviation, and their coefficients; Properties of standard deviation/variance.</li> <li>Moments: Calculation and significance; Skewness: Meaning and Measurement (Karl Pearson and Bowley’s measures); Kurtosis.</li> </ul>	
<b>Unit-2- Probability and Probability Distributions</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Theory and approaches of probability</li> <li>Probability Theorems: Addition and Multiplication (Proof not required). Conditional probability and Bayes’ Theorem (Proof not required). Expectation and variance of a random variable. Business Applications. Probability distributions:               <ul style="list-style-type: none"> <li>(a) Binomial distribution: Properties, Probability mass function, Constants, Shape, Fitting of binomial distribution, Applications</li> <li>(b) Poisson distribution: Properties, Probability function (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution, Applications</li> <li>(c) Normal distribution: Properties of Normal curve and computation of Probabilities and applications</li> </ul> </li> </ul>	
<b>Unit-3- Simple Correlation and Regression Analysis</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Correlation Analysis: Meaning and types of Correlation; Correlation Vs Causation; Pearson’s coefficient of correlation: computation and properties (proofs not required). Probable and standard errors; Rank correlation.</li> <li>Regression Analysis: Principle of least squares and regression lines; Regression equations and estimation; Properties of regression coefficients; Relationships between Correlation and Regression coefficients; Standard Error of Estimate.</li> </ul>	
<b>Unit-4- Index Numbers; Time Series Analysis</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Meaning and uses of index numbers; Construction of Index numbers: fixed and chain base, univariate and composite; Methods of constructing Index numbers: Aggregates and average of relatives – simple and weighted. Tests of adequacy of index</li> </ul>	

<p>numbers; Base shifting, splicing and deflating; Problems in the construction of index numbers. Construction and Utility of Consumer Price Indices; BSE SENSEX, and NSE NIFTY.</p> <ul style="list-style-type: none"> <li>• Time Series Data; Components of time series; Additive and Multiplicative models.</li> </ul> <p>Trend analysis; Fitting of trend line using principle of least squares – linear, second degree parabola and exponential; Shifting of Origin and Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages. Seasonal variations- Calculation of Seasonal Indices using Simple averages, Ratio-to-trend and Ratio-to-moving averages methods; Uses of Seasonal Indices.</p>	
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**Course Learning Outcomes: On completion of the course the student will be able to:**

- Identify statistical tools needed to solve various business problems.
- Compute measures of location and dispersion.
- Apply discrete and continuous probability distributions to various business problems.
- Develop the skill of performing the calculations needed for various methods of analysis.

**List of Professional Skill Development Activities (PSDA):**

- Presentation of a secondary data by various data visualization tool using Ms Excel and interpretation.
- Term paper on application of statistical tools to describe any secondary data and interpret the result.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Sharma J K	Fundamentals of Business Statistics	Vikas Publishing House	2014	978-9325976160	256
Levine D., Stephan D., Szabat K.	Statistics for Managers Using Microsoft Excel	Pearson Education	2017	978-1292156347	728
Gupta, S. P.	Statistical Methods	S. Chand Publication	2014	9788180549038	-
Vohra, N. D.	Business Statistics	McGraw-Hill Education	2017	978-1259004872	960
Anderson, Sweeney	Statistics for Economics and Business	Thomson Press (India) Ltd	2002	978-8131502884	1056

**Course Title: Fundamentals of Production and Operations Management**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

	<b>Lecture Hours</b>
<b>Unit-1 Overview of Production and Operation Management&amp;Demand Forecasting</b>	<b>18</b>
Brief history of Production and Operation Management, The Service Revolution, Definition, Factors Affecting Operations Management, Role-Scope and Function of Production and Operation Management, Criteria of Performance for the Production and Operation Management, Effect of Growth of Service Sector on Operations Management. Qualitative Forecasting Methods (Educated Guess, Consensus, Delphi Method, Historical Analogy, Market Research), Quantitative Forecasting (Linear Regression, Moving Average, Weighted Moving Average, Exponential Smoothing with Numerical).	
<b>Unit-2- Facility Location and Facility Layout</b>	<b>18</b>
Facility Location: Factors Affecting Location Decisions, Quantitative Techniques in Facility Location (Factor Rating Method, Centre of Gravity Method, Load Distance Method, Break Even Analysis Method). Facility Layout: Principles of Facility Layout, Types of Layout (Process Layout, Product or Line Layout, Fixed Position Layout), Concepts of Line Balancing -No Numerical), Merits and Demerits of Product and Process Layout	
<b>Unit-3- Production Planning and Control</b>	<b>18</b>
Concepts of Capacity Planning, Aggregate Planning, Master Production Scheduling – No Numerical. Concepts of Push System, Pull System. Job Shop Scheduling and its Criteria (Mean Flow Time, Mean Tardiness, Number of Tardy Jobs - with Numerical), Single Processor Job Shop Scheduling (Due Date Method, Shortest Processing Time Method – with Numerical). Concepts of two machines scheduling (Johnson’s Rule) – No Numerical.	
<b>Unit-4- Inventory Management&amp;Foundations of Quality</b>	<b>18</b>
Inventory Management: Basic Concepts of Inventory Management, Lead time, Safety Stock, Elements of Inventory Costs, ABC Analysis, Basic EOQ model. Foundations of Quality, Introduction to TQM, Concepts of Statistical Quality Control: X (Bar), R chart; c Chart, p Chart – with Numerical. Introduction of Acceptance Sampling, – No Numerical, Concepts of Kaizen, 5S, ISO standards and 6-Sigma.	

**Course Learning Outcomes:** On completion of the course students will be able to:

- Demonstrate knowledge of fundamental concepts of production and operation management.
- Plan decisions in operation and control of production and service units.

- Develop the knowledge of approaches to operation performance improvement.
- Understand the functional areas and apply knowledge of business concepts and functions in an integrated manner.

**List of Professional Skill Development Activities (PSDA):**

- Study the historic demand data of a company and use appropriate demand forecasting technique.
- Visit a manufacturing/ service company- study its layout and perform critical analysis.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Martinich, J	Production and Operations Management	Wiley India Private Limited	2008	978-8126516094	940
K. Aswathappa, Shridhara Bhat	Production And Operations Management	Himalaya Publishing House	2015	978-9350248737	656
R. Panneerselvam	Production And Operations Management	Prentice Hall India	2012	978-8120345553	720
S.N. Chary	Production And Operations Management	McGraw-Hill	2019	978-9353164812	972

**Course Title: Fundamentals of Entrepreneurship**

L	T	P	Total Credits
3	0	0	3

	Teaching Hours
<b>Unit I: Basic Concepts of Entrepreneurship</b>	<b>13</b>
Entrepreneur: The concept of entrepreneur, Distinction between entrepreneur and manager, Entrepreneurial competencies or traits, Functions of entrepreneurs, Types of entrepreneurs, Women entrepreneurship, Entrepreneurship and its role in Society, Nation, and economic development, Emergence of entrepreneurial class in India, Myths about entrepreneurship	

<b>Unit II: Environmental Monitoring and Importance of Business Idea</b>	<b>14</b>
Motivation to entrepreneurs, Environmental factors affecting entrepreneurship, Creativity and innovation, Role of Creativity & Innovation in Entrepreneurship, Sources of Idea, Idea generation techniques: Brainstorming, Reverse brain storming, Brain writing, Focus Group, Checklist method, Attribute listing. Objective & Importance of Entrepreneurship Development Cells (EDCs), Entrepreneurial Success Stories, Shark tank simulations, Organizing EDC seminars with entrepreneurs in the region	
<b>Unit III: Scanning the Environment &amp; Business Plan</b>	<b>13</b>
Opportunity Recognition: Identifying the business opportunity: SWOT and PESTEL analysis, Fundamentals of feasibility plan, Idea selection, Preliminary Screening, Idea and its importance, Pre-feasibility analysis- Stages of Project Feasibility Analysis - Market, Technical, Financial, Social and Ecological Analysis An introduction to the Business Plan, Components of Business Plan: Marketing plan, organizational plan, and financial plan.	
<b>Unit IV: Sources of Capital and Institutional Support for Entrepreneurs</b>	<b>14</b>
Sources of capital: Debt: Commercial banks, Institutional finance, private placement; Equity: personal, friends and family. Angel Financers and Venture capital. MSMED Act 2006, Role of government & its nodal agencies in entrepreneurship development, financial assistance and subsidies offered by government and developmental agencies – DIC, Ministry of MSME, NIESBUD, NSTEED, Technology Development Board, EDII, Atal Innovation Mission.	

**Course Learning Outcomes:** On completion of the course, the student shall be able to:

- Understand the concept of entrepreneurship, its emergence and its need for society.
- Formulate a business idea and diagnose for a new business opportunity.
- Identify various business gaps and develop a business plan
- Evaluate and identify different institutional support available to the entrepreneur.

**List of Professional Skill Development Activities (PSDA):**

- Research on growth profile of an entrepreneur
- Identify opportunity, generate idea and conduct feasibility Analysis
- Design a Business Plan
- Develop an Entrepreneur Journal where reflection and personal experiences will be recorded

- Write personal insights, lessons learned, other readings, and the video clips you watch in this semester
- Interview one entrepreneur mentor and come up with five good business questions you would like to ask him or her

**Text / Reference Books:**

<b>Author</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of publication</b>	<b>ISBN</b>	<b>Pages</b>
Justin G. Longenecker, J. William Petty, Leslie E. Palich, and Frank Hoy	Small Business Management: Launching & Growing Entrepreneurial Ventures (20 <sup>th</sup> Edition)	Cengage	2023	978-0-3577-1880-3	712
Mike Kennard	Innovation and Entrepreneurship	Routledge	2021	978-0-367-51057-2	114
Debasish Biswas and Chanchal Dey	Entrepreneurship Development in India	Routledge	2021	978-0-367-76219-3	117
Robert D. Hisrich, Micheal P. Peters, Dean A. Shepherd, Sabyasachi Sinha	Entrepreneurship (11 <sup>th</sup> Edition)	McGraw Hill	2020	978-9390113309	696
Donald F. Kuratko and Jeffrey S. Hornsby	New Venture Management: The Entrepreneur's Roadmap for Development, Management, and Growth (3 <sup>rd</sup> Edition)	Routledge	2020	978-0367466725	356
Bruce R. Barringer and R. Duane Ireland	Entrepreneurship: Successfully Launching New Ventures (6 <sup>th</sup> Edition)	Pearson	2019	978-1-292-25533-0	617
Norman M. Scarborough and Jeffrey R. Cornwall	Essentials of Entrepreneurship and Small Business Management (9 <sup>th</sup> Edition)	Pearson	2019	978-1-292-26602-2	827
Mary Jane Byrd and Leon Megginson	Small Business Management: An Entrepreneur's Guidebook (8 <sup>th</sup> Edition)	McGraw Hill	2017	978-1259538988	496
Robert D. Hisrich and Veland Ramadani	Effective Entrepreneurial Management: Strategy, Planning, Risk Management, and	Springer	2017	978-3-319-50465-0	230

	Organization				
Stephen Spinelli, Jr. and Robert J. Adams, Jr.	New Venture Creation: Entrepreneurship for the 21st Century (10 <sup>th</sup> Edition)	McGraw-Hill Education	2016	978-0-07-786248-8	484
David H. Holt	Entrepreneurship: New Venture Creation	Pearson	2016	978-9332568730	584
Peter F. Drucker	Innovation and Entrepreneurship	Harper Business	2006	978-0060851132	288
Robert J. Calvin	Entrepreneurial Management	McGraw-Hill	2005	9780071450928	295
Steve Mariotti	Entrepreneurship and Small Business Management	Pearson publishers	2014	978-0133767186	

**Course Title: E-Business Management**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Introduction to E-Business</b>	<b>14</b>
Introduction & Overview, Difference between e-commerce vs. e-business, The basics of an electronic business, E-business trends, Administrative and technological implications of electronic businesses, Analysis of an electronic business with regards to economy changes, trends, consumer, and competition, Types of business, Innovation in business, Presence of national and international businesses, Elements of the business- E-business architecture application framework	
<b>Unit II: Customer Relationship Management</b>	<b>13</b>
The Basics of CRM, Management of customer life cycle: acquisition, enhancement and retention, Competition in CRM processes: Cross-selling, Up-selling, direct marketing, customer service and support, field sales, management of retention, Next-Generation of CRM applications, Building the CRM Infrastructure	
<b>Unit III: Enterprise Resource Planning</b>	<b>13</b>
The Basics of Enterprise Resource Planning, Impact of Enterprise Architecture Planning when implanting an ERP, Support of the commercial ERP's (COTS ERPs) to companies, ERP implementation, Trends in the applications of ERP's, Analysis and benchmark of ERP's characteristics from different vendors, Impact of ERP applications in companies.	
<b>Unit IV: E-procurement</b>	<b>14</b>

Supply Chain Management-The Basics of Supply Chain Management, Electronic Supply Chain Management, Future of Electronic Supply Chain Management, Implementing Supply Chain Management, Advantages and disadvantages of the Supply Chain models. Definitions of procurement, Problems associated to procurement, Applications for electronic procurement (e-procurement)	
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**Course Learning Outcomes:** Learning outcomes of this course are –

- To be able to define the meaning and scope of e-business and e-commerce and their different elements.
- To understand the adoption process of available e-business technologies and the various barriers in application of e-business technologies.
- Analyse opportunities in the environment in order to apply this novel way to innovate and make business.
- Evaluate strategic, administrative, and operational planning for a new or an already existing business.

**List of Professional Skill Development Activities (PSDA):**

- Project - Digital transformation e-business: excellence of business through electronic medium.
- Project – Challenges in building digital ecosystem architecture in an enterprise.
- Assignment – Information Technology Infrastructure and key systems application for the digital age.
- Assignment – Innovation technologies supporting e-business in a digital enterprise.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Kenneth Laudon, Jane Laudon	Information Systems: Foundation of E-Business	Pearson	2001	9780130617736	587
Sunil Chopra, Peter Meindl, Dharam Vir Kalra	Supply Chain Management	Pearson	2016	9789332548237	588
Kalakota	e-Business 2.0: Roadmap for Success	Pearson	2004	9788177581164	544

**BBA (with Research) - 4 years – IVth Semester**

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Fundamentals of Financial Management	Core Course	4	-	-	4
2	Fundamentals of Operations Research	Core Course	4	-	-	4
3	Taxation and Financial Planning	Core Course	4	-	-	4
4	Research Methodology	Core Course	4	-	-	4
5	Export Management	Allied Course	3	-	-	3
6	Web & Social Media Analytics	Industry Specific Course	3	-	-	3
7	Individual, Society and Nation	Value Added Course	1	-	-	1
8	Analytical Skill Building	Value Added Course	2	-	-	2
9	Foreign Business Language	Value Added Course	1	-	-	1
<b>Total Credits</b>			<b>Min Required: 25</b>			<b>Semester Credits: 25</b>

**Course Title: Fundamentals of Financial Management**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I - Introduction to Financial Management</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Nature, scope, and objectives of financial management- profit maximization Vs wealth maximization; Time value of money, Risk and Return Analysis; Sources of Finance - Different Sources of Finance including internal sources, external sources, other sources like Venture capital, Lease financing, Financial institution, Private equity, Bonds etc.</li> </ul>	
<b>Unit II - Cost of Capital and Financing Decision</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Sources of long-term financing, Components of cost of capital, Method for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating Leverage, Financial Leverage and Combined Leverage. EBIT-EPS Analysis. Cost-Benefits Analysis including social cost. Determinants of Optimum Capital Structure.</li> </ul>	
<b>Unit III: Investing Decisions – Capital Budgeting and Working Capital Management</b>	<b>18</b>
<ul style="list-style-type: none"> <li><b>Capital Budgeting</b> - Nature of Investment, Evaluation, Estimation of Cash Flows, Criteria for Capital Budgeting Decisions, Capital Budgeting Techniques: Pay back, ARR, Discounted Payback NPV, IRR, PI, Comparison of Methods of Capital Budgeting, Issues Involved in Capital Budgeting. <b>Working Capital Management</b> - Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables &amp; Payables, Factoring - a tool of Receivable Management, Management of Cash and Marketable Securities, Financing of Working Capital.</li> </ul>	
<b>Unit IV: Dividend Decision &amp; Valuations Concepts</b>	<b>18</b>
<ul style="list-style-type: none"> <li>Theories for relevance and irrelevance of dividend decision for corporate valuation- Walter’s Model, Gordon’s Model, MM Approach, Forms of dividend payment, types of dividend policies and Determinants of Dividend policy. Value maximization- concept and implications, Economic Value Added (EVA), Market Value Added (MVA)..</li> </ul>	

**Course Learning Outcomes:** At the end of this course, the students will be able to develop basic understanding of fundamentals & concepts of financial management and its applicability in decision making.

- Understanding of the conceptual framework of financial management, financial decision & its interrelationship.
- Assessment of cost of capital along with understanding of considerations to compose optimum Capital Structure.
- Application of financial concepts & techniques in various decisions like capital budgeting & working capital management.
- Development of skills in making Dividend & CSR policies.

**List of Professional Skill Development Activities (PSDA):**

- Study of Dividend patterns of listed companies of India.
- Study of Corporate Social Responsibility (CSR) Reporting Practices in India.

Author	Title	Publisher	Year of publication	ISBN	Pages
Eugene F. Brigham, Michael C. Ehrhardt	Financial Management: Theory & Practice: Theory and Practice	Cengage	2019	1337902608	1161
Prasana Chandra	Financial Management: Theory & Practice	Tata-McGraw-Hill	2019	9353166527	1132
I M Pandey	Financial Management	Pearson Education	2021	9789390577255	1056
M Y Khan, P K Jain	Financial Management: Text, Problems and Cases	Tata-McGraw-Hill	2018	9789353162184	1446
Van Horne, Dhamija	Financial Management & Policy	Pearson Education	2011	9788131754467	968
R P Rustagi	Financial Management	Tata-McGraw-Hill	2018	9388266390	1016

L	T	P	Total Credits
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**Course Title: Fundamentals of Operations Research**

4	0	0	4
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	Lecture Hours
<b>Unit-1 Introduction</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR study. Characteristics and limitations of OR, models used in OR,</li> <li>• Linear Programming Problem (LPP), Generalized LPP- Formulation of problems as L.P.P. Solutions to LPP by graphical method and Simplex method (only maximization, three Variables).Dual of LP model and its economic interpretation.</li> </ul>	
<b>Unit-2- Transportation Problem</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Mathematical model of transportation problem,</li> <li>• Feasible Solution Methods: Northwest Method, Lowest Cost Method, and Vogel's Method,</li> <li>• Optimal Solution: Modified Distribution (MODI) Method,</li> <li>• Unbalanced Transportation Problem and its solution,</li> <li>• Degeneracy and its Resolution,</li> <li>• Multiple optimal solutions,</li> <li>• Maximization transportation problem</li> </ul>	
<b>Unit-3- Assignment Problem</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Mathematical model of assignment problem,</li> <li>• Hungarian method for solving assignment problem,</li> <li>• Unbalanced assignment Problem and its solution,</li> <li>• Multiple optimal solutions,</li> <li>• Maximization assignment problem,</li> <li>• Restrictions on assignment,</li> <li>• Travelling salesman problem</li> </ul>	
<b>Unit-4- Game Theory; Queuing Theory</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Theory of Games, Characteristics of Games, Rules – Look for a pure Strategy, Reduce Game by Dominance, Mixed Strategies (2 x 2 Games, 2 x n Games or m x 2 Games).</li> <li>• Queuing Models - Application, Introduction, Elements, operating Characteristics, Waiting Time and Idle Time Costs, Model I – Single Channel poisson Arrivals with Exponential Service Times. Infinite Population; Assumption &amp; Limitation Poisson of Queuing Model.</li> </ul>	

**Course Learning Outcomes:** On completion of the course the students shall be able to:

- Describe the basic concepts of operations research.
- Apply various techniques of linear programming for formulating and solving business problems as mathematical models.
- Discuss the role of sensitivity analysis in decision making.

- Explain & illustrate the transportation problem and assignment models to find the optimal solution.

**List of Professional Skill Development Activities (PSDA):**

- Application of OR techniques in managerial decision making using situation based Case Studies

**Text / Reference Books:**

<b>Author</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of publication</b>	<b>ISBN</b>	<b>Pages</b>
Sharma J K	Operations Research: Theory and Applications	Macmillan Publishers	2007	978-9350593363	943
H. A. Taha.	Operations Research	Pearson Education	2017	9780134444017	843
Kapoor, V.K	“Operations Research Techniques for Management	S. Chand Publication	2013	978-8180544019	-
Vohra, N. D.	Quantitative Techniques in Management	McGraw-Hill Education	2007	978-0070146730	1080
Hiller & Liberman	Introduction to Operations Research	McGraw-Hill Education	2017	978-9339221850	1224

**Course Title: Taxation and Financial Planning**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I - Introduction to Income Tax Law &amp; Residential Status</b>	<b>18</b>
Meaning of Tax, Structure of Indian Taxation System, Important Definitions & Meaning as per Act – Previous Year, Assessment Year, Person, Assessee, Income, Heads of Income, Gross Total of Income, Total Income, Exceptions to Rule of 'Income of PY is taxable in AY'; Computation of Total Income and Tax Liability, Current Rates of Taxes <b>Basis of Charge - Residential Status and Incidence of Tax –</b> Determination of Residential Status of An Individual only.; Classification of Incomes & <b>Exempted Incomes U/S 10</b>	
<b>Unit II – Computation of Total Income</b>	<b>18</b>
Income from Salaries – Definition of Salary, Provident Funds, Allowances, Perquisites, Profit in lieu of Salary, Deductions out of Gross Salary u/s 16; Income from House Property – Definition, Overview and Exempted incomes from House Property; Profits & Gains of Business or Profession - Overview, Capital Gains - Overview,	
<b>Unit III: Deductions out of Gross Total Income &amp; Assessment of Individual</b>	<b>18</b>
Income from Other Sources – General Income, Specifies Income and Deductions allowed u/s 57, Aggregation of Income – Meaning & overview, Set-off and Carry Forward of Losses-Meaning & Overview. Deductions u/s 80 (Special Focus on Deductions 80C, 80CC, 80CCC, 80CCG, 80D, 80G & 80 U ) out of Gross Total Income, Computation of Tax, Rebate of Tax, Relief u/s 89, Assessment of Individual,	
<b>Unit IV: Personal Financial Planning</b>	<b>18</b>
Introduction to Personal Financial Planning, Need, Importance & Process of Personal Financial Planning, Basic Investments Objectives, Types of Investment Options available to Individual Investor – bonds, equity shares, mutual funds, FDs, PPF, Financial Derivatives, Gold, ETFs, Real Estate. Investment constraints & Tax Considerations. Tax Saving Investment Options; Life Cycle Approach to Financial Planning, Insurance Planning, Retirement Planning	

**Course Learning Outcomes:** On completion of the course the students shall be able to:

- Identify the technical terms related to direct taxation
- Determine the residential status of an assessee and thus should be able to compute the taxable income of assessee with different residential status.
- Compute income from salaries, house property, business/profession, capital gains and income from other sources & develop experience in identifying tax issues and applying the income tax law to arrive at reasoned solutions to problems.

- Critically assess the taxation provisions, relevance and significance of various tax concessions in the context of financial planning.

**List of PSDA:**

- Study on taxation system in US, UK & Australia and how it is different from India.
- Study on tax saving investment options available in India for an Individual

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Indian Institute of Banking & Finance	Introduction to Financial Planning	Taxmann Publication	2017	978-9386394552	392
Gaur, Narang	Income Tax – Law & Practice	Kalyani	2021	97881946750061	1186
Mehrotra, Goyal	Income Tax Laws & Accounts	Sahitya Bhawan Publications	2021	B0991ZXDDZ	740
Pandit, A.	The Only Financial Planning Book that You Will Ever Need	Network 18 Publications Ltd.	2014	978-9380200606	230
Sinha, M.	Financial Planning: A Ready Reckoner	McGraw Hill Education	2008	978-9385965562	288
Halan, M.	Let's Talk Money: You've Worked Hard for It, Now Make It Work for You.	HarperCollins Publishers.	2018	978-9352779390	204
Tripathi, V.	Fundamentals of Investment	Taxmann Publication	2017	9789390609093	628
Yasmin, Sanjeev	Financial Planning	Kalyani	2020	9789389900033	348

**Course Title: Research Methodology**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Nature and Scope of Research Methodology</b>	<b>18</b>

Types of research: Exploratory, Conclusive (Descriptive and Causal), Research process and steps in conducting research; Approaches of research: deductive, Inductive, qualitative and quantitative; Planning a research project: Problem identification and formulation. Research Design: Exploratory, Descriptive and Experimental.	
<b>Unit II: Research Methods and Data Collection Technique</b>	<b>18</b>
Research modelling: Types, and Stages; Data collection methods: Survey, Observation and Questionnaire; Questionnaire Design: Steps in constructing a questionnaire, Types of questions, Attitude measurement; Scaling techniques: Ratio, interval, ordinal and nominal; Sampling Plan: Sampling frame, sample selection methods- Probability and non-probability, sample size; Sampling and non-sampling errors; Editing, tabulating and validating of data.	
<b>Unit III: Data Analysis Techniques</b>	<b>18</b>
Descriptive statistics, Review of hypothesis testing procedures: Parametric tests (z-test, t-test, and F-test) and Non-parametric test (Chi-square test, One-way and two-way ANOVA) Associative and Predictive analysis: Correlation and Regression- bivariate and multivariate Multivariate Techniques: Multi-Dimensional scaling, Data reduction (Factor analysis) and cluster analysis Data Analysis: Introduction to statistical software	
<b>Unit IV: Field Project and Report Writing</b>	<b>18</b>
Pre-Writing considerations, Research report components, Common Problems encountered when preparing the Research Report. Presenting research report.	

**Course Learning Outcomes:** By the end of this course, students will be able to

- Analyze qualitative and quantitative data, and explain how evidence (including research by others) gathered supports or refutes an initial hypothesis.
- Formulate research questions designed to test, refine, and build theories
- Identify and demonstrate facility in research designs and data collection strategies that are most appropriate to a particular research project
- Formulate a complete and logical plan for data analysis, interpret research findings and draw appropriate conclusions

**List of Professional Skill Development Activities (PSDA):**

- Each student shall be given a problem statement to write a research proposal or a synopsis.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages

Donald R. Cooper, Pamela S. Schindler	Business Research Methods	McGraw-Hill Education	2014	9781259070952	692
Naresh Malhotra	Marketing Research - An Applied Orientation	Pearson Education	2019	9781292265636	882
C. R. Kothari	Research Methodology	New Age International	2013	9788122436235	449

Course Title: Export Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Introduction to Export Management</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Definition of Export, Benefits arising from Export,</li> <li>• Export Management: Definition, Need and Process of export management,</li> <li>• Functions of an export manager, Organization structure of an export firm,</li> <li>• Export Prospect for Small Firms. Sources of Export Information.</li> </ul>	
<b>Unit II: Setting up Export Firm and Product Planning</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Nature of Export Firm, Setting up an Export Firm in India: Registration Formalities, Modes of entry in foreign markets.</li> <li>• Developing an effective export marketing plan, choosing a Product: Criteria for selection of products for exports.</li> <li>• Identifying foreign markets for export of products, Steps in new product development process, Product mix, Product Branding, Product packaging and labeling.</li> </ul>	
<b>Unit III: Export Pricing, Marketing Channels, Export Finance and Institutional Infrastructure</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Export Pricing: Objectives, Factors determining export price, Export pricing strategies,</li> <li>• Channels of Distribution: types of export distribution channels &amp; factors affecting choice of channels</li> <li>• Transportation system and types of transportation, choice of transport criteria,</li> <li>• Export Finance: Features of pre-shipment and post-shipment finance.</li> </ul>	

<ul style="list-style-type: none"> <li>• Terms of Payment in Export. Role of EXIM Bank and ECGC in Export Financing,</li> <li>• Inco-terms: Objectives and guidelines of Incoterms.</li> <li>• Supporting Institutions: Commodity Boards, Export Promotion Councils,</li> <li>• Federation of Indian Export Organization. Indian Council of Arbitration. Export Development Authority, ITPO, STCs</li> </ul>	
<b>Unit IV: Export Incentives &amp; Documentation</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Overview of Export Incentives – EPCG, Duty Drawbacks, Duty Exemption schemes.,</li> <li>• Policy and procedure for EOU / FTZ / EPZ / SEZ Units. Steps of Export procedure,</li> <li>• Banking procedure of Export Documents- Bill of lading, Bill of Exchange, Certificate of Origin, Marine Insurance Policy, Letter of Credit, GR-1Form, Shipping and Customs Formalities.</li> </ul>	

**Course Learning Outcomes:** Learning outcomes of this course are –

- To be able to define the meaning and scope of e-business and e-commerce and their different elements.
- To understand the adoption process of available e-business technologies and the various barriers in application of e-business technologies.
- Analyse opportunities in the environment in order to apply this novel way to innovate and make business.
- Evaluate strategic, administrative, and operational planning for a new or an already existing business.

**List of Professional Skill Development Activities (PSDA):**

- Each student will have to top 5 foreign markets which have potential to a product or service of your choice. Categorize these markets from highest to lowest degree of attractiveness.
- Each student will have to give a presentation on various Export Documents used in Foreign Trade.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
G. Albaum	International Marketing and Export Management	Pearson Education	2012	978-8131791189	1021
P.K. Khurana	Export Management	Galgotia	2017	978-8185989570	

T.A.S. Balgopal	Export Management	Himalaya Publishing	2016	978-9351422709	384
Francis Cherunilam	International Business Environment	Himalaya Publishing	2017	978-9352028795	494
Nabhi	Exporters Manual and Documentation	NABHI Publications,	2001	978-8172744151	1116
G. Albaum	International Marketing and Export Management	Pearson Education	2012	978-8131791189	1021

**Course Title: Web and Social Media Analytics**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

	<b>Lecture Hours</b>
<b>Unit I: Web Analytic fundamentals &amp; Web Metrics</b>	<b>14</b>
Capturing data: Web logs or JavaScript's tags, Separate data serving and data capture, Type and size of data, Innovation, Integration, Selecting optimal web analytic tool, Understanding click stream data quality, Identifying unique page definition, Using cookies, Link coding issues. Web Metrics: Common metrics: Hits, Page views, Visits, Unique visitors, Unique page views, Bounce, Bounce rate, Page/visit, Average time on site, New visits; Optimization (e-commerce, non e-commerce sites): Improving bounce rates, Optimizing adwords campaigns; Real time report, Audience report, Traffic source report, Custom campaigns, Content report, Google analytics, Introduction to KPI, characteristics, Need for KPI, Perspective of KPI, Uses of KPI.	
<b>Unit II: Web Analytics 2.0 &amp; Google Analytics</b>	<b>13</b>
Web Analytics 2.0: Web analytics 1.0, Limitations of web analytics 1.0, Introduction to analytic 2.0, Competitive intelligence analysis : CI data sources, Toolbar data, Panel data, ISP data, Search engine data, Hybrid data, Website traffic analysis: Comparing long term traffic trends, Analyzing competitive site overlap and opportunities. Web analytics tools: Clickstream analysis, A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis. Google Analytics: Brief introduction and working, Adwords, Benchmarking, Categories of traffic: Organic traffic, Paid traffic; Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues.	
<b>Unit III: Introduction to Social Media Analytics</b>	<b>13</b>
Introduction to Social Media Analytics (SMA): Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas. Network fundamentals and	

models:The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization.	
<b>Unit IV: Facebook Analytics</b>	<b>14</b>
Introduction, parameters, demographics.Analyzing page audience. Reach and Engagement analysis. Post- performance on FB. Social campaigns. Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis.(LinkedIn, Instagram, YouTube Twitter etc.)Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification, Applications in Advertising and Game Analytics. Introduction to Python Programming, Collecting and analyzing social media data; visualization and exploration.	

**Course Learning Outcomes:** Learning outcomes of this course are –

- Understanding the strategic and operational aspects of Web analytics tools and technologies.
- Apply tools of social media analytics to improve the outcomes of marketing or business plan.
- Analyse the concept of social media analytics and understand its significance.
- Evaluate the skills required for analyzing the effectiveness of social media for business purposes.

**List of Professional Skill Development Activities (PSDA):** Select one social media campaign and analyze how successfully the organization evaluated its social media efforts. Did it set SMART outcome objectives? Were these aligned to business and communications goals? Which KPIs did it measure?What could it have done differently?

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Brian Clifton	Advanced Web Metrics with Google Analytics	Sybex	2010	978-9350593363	528
Avinash Kaushik	Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity	Sybex	2009	9780470529393	475
Matthew Ganis, Avinash Kohirkar	Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media	IBM Press	2015	9780133892567	304

Jim Sterne	Social Media Metrics: How to Measure and Optimize Your Marketing Investment	Wiley	2010	9780470583784	272
Marshall Sponder	Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics	McGraw-Hill Education	2014	9780071824491	336
Tracy L. Tuten, Michael R. Solomon	Social Media Marketing	SAGE Publication	2017	9781526423870	448

**BBA (with Research) - 4 years - Vth Semester**

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Managing Global Organizations	Core Course	4	-	-	4
2	Leadership and Team Development	Core Course	4	-	-	4
3	Corporate Governance and Business Ethics	Core Course	4	-	-	4
4	Fundamentals of Consumer Behaviour	SEC – Marketing	3	-	-	3
5	Marketing of Services	SEC – Marketing	3	-	-	3
6	Fundamentals of Retailing	SEC – Marketing	3	-	-	3
7	Financial Services	SEC – Finance	3	-	-	3
8	Project Planning, Appraisal and Control	SEC – Finance	3	-	-	3
9	Security Market Analysis and Portfolio Management	SEC – Finance	3	-	-	3
10	Understanding Organization Change and Development	SEC – Human Resource	3	-	-	3
11	Fundamentals of Training and Development	SEC – Human Resource	3	-	-	3
12	Human Resource Planning and Acquisition	SEC – Human Resource	3	-	-	3
13	Professional Communication for Recruitment and Employability	Value Added Course	1	-	-	1
14	Problem Solving and Creative Thinking	Value Added Course	1	-	-	1
15	Foreign Business Language	Value Added Course	1	-	-	1
16	Summer Internship	NTCC	-	-	-	S/US
<b>Total Credits</b>			<b>Min Required: 24</b>			<b>Semester Credits: 24</b>

**The student is required to choose Any 01 Specialisation with 03 courses (SEC) from Selected Specialisation in 5<sup>th</sup> and 6<sup>th</sup> semesters**

**Course Title: Managing Global Organizations**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Introduction to Global Business and Management</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Concept of Globalization</li> <li>• Impact of Globalization on Company's Performance</li> <li>• Internationalization of Business Operations- Entry modes,</li> <li>• Company level strategy , Global Business Models</li> <li>• Issues of Global Integration, Local adaptation</li> <li>• Innovations in MNCs</li> <li>• Case Study</li> </ul>	
<b>Unit II: Strategy and Structure of International Operations</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• MNE Organizational Structure and value chain</li> <li>• Understanding Global Strategy- Global Value creation</li> <li>• Managing Global Competitive dynamics</li> <li>• Developing Effective Global organizations</li> <li>• Ethics and Social responsibility in the global context</li> <li>• Case Study.</li> </ul>	
<b>Unit III: Impact of Culture on Global Business and Management</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Concept of Culture-Cultural values and their implications for international management</li> <li>• Cross Cultural Management-Major perspectives and frameworks underlying cross-cultural dimensions,</li> <li>• Cultural convergence versus divergence, Business strategies for effective management of cultural diversity in an international setting,</li> <li>• Developing Cross cultural competence in Global Managers</li> <li>• Case Study</li> </ul>	
<b>Unit IV: Effective International Teams and Global Leadership</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Strategic Role of international human resource management,</li> <li>• Techniques to design and implement effective international teams</li> <li>• Tackling issues and problems in international assignments, Concerns of managing expatriate employees</li> <li>• Global talent Management- Identifying, grooming and motivating global Leadership</li> <li>• Case Study.</li> </ul>	

**Course Learning Outcomes:** At the end of the course the student will be able to:

- Identify major product decisions that are necessary for export markets in order to

facilitate product adaptation to the markets in question.

- Assess various exports procedures and formalities to run an export business.
- Analyze various sources of information, institutional infrastructure and incentives for exporters.
- Evaluate the various export incentives & promotional schemes as governed by ministry of commerce.

**List of Professional Skill Development Activities (PSDA):** Each student will have to submit a comparative cultural analysis of Select Countries.

Author	Title	Publisher	Year of publication	ISBN	Pages
Rabi S Bhagat, Annett S Medevitt, B. Ram Baliga	Global Organisations: Challenges, opportunities and the future	Oxford University Press	2017	978-0190241490	336
Sanjyot P Dunung	Global Business Management	Flatworld Knowledge	2019	9781453393628	572
Paul Sweeney, Dean McFarlin	International Management: Strategic Opportunities and Cultural Challenges	Routledge	2014	978-0415825283	624
Charles W. L. Hill	International Business: Competing in the Global Marketplace	McGraw Hill Education	2019	978-1259929441	-
Ricky W. Griffin, Michael W. Pustay	International Business	Pearson College Div	2009	978-0137153732	624

L	T	P	Total Credits
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**Course Title: Leadership and Team Development**

4	0	0	4
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	<b>Lecture Hours</b>
<b>Unit I: Introduction</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Leadership: Meaning &amp; Concept; Role and Functions of a Leader;</li> <li>• The Great Man Theory; Trait Theory; Leadership &amp; 3 Forces Model;</li> <li>• Power: Definition &amp; Types; Ways to use Power for Effective Leadership;</li> <li>• Creating Appropriate Power Base; Current Trends in Leveraging of Power.</li> </ul>	
<b>Unit II: Leadership Styles</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Self &amp; Personality in Leadership; Leadership Traits &amp; Motive Profile.</li> <li>• Lewin's (Iowa) Leadership Styles: Autocratic, Democratic, Free Reign;</li> <li>• Contingency Theories of Leadership: Fiedler's Contingency Model,</li> <li>• The Path-Goal Theory, Hersey-Blanchard Situational Leadership Theory;</li> <li>• Transactional Leadership; Charismatic Leadership; Transformational Leadership.</li> </ul>	
<b>Unit III: Leading &amp; Empowering</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Leader as a Coach; Leader as a Mentor; Empowering Skills;</li> <li>• Delegation of Authority; Decentralization; Service Leadership;</li> <li>• Servant Leadership; Ethics &amp; Leadership; Sustainable Leadership;</li> <li>• Collective Leadership. Leadership Development Practices in various organizations.</li> </ul>	
<b>Unit IV: Team Building and Leading Transformation through High Performance Teams</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Team: Meaning, Characteristics, Types; Team Development Stages - Tuckman's Model, etc.;</li> <li>• Team Building; Team Leader; Belbin Team Roles- Action Oriented Roles, People Oriented Roles, and Cerebral Roles;</li> <li>• Team Meetings and Leadership; Ginnett-Team Effectiveness Leadership Model (TELM); High Performance Teams &amp; Leadership. Leading Transformation: Context, Shared Vision, Strategy.</li> <li>• Wheel of Transformation Model. Determinants of High Performing Teams: 4 Cs- Context, Composition, Competencies, Change;</li> <li>• Leading Innovative Teams- Employee First Customer Second, Cross-Cultural Teams, Virtual Teams.</li> </ul>	

**Course Learning Outcomes:** By the end of the course students will be able to-

- Understand the leadership theories and the key traits of successful Leader.
- Use the leadership self-assessment tool to assess their leadership styles.
- Analyze the strategies of building an effective team with a real-life example.

- Design shared vision and articulate business strategy of a hypothetical organization to create high performing teams.

**List of Professional Skill Development Activities (PSDA):**

- Each student will identify a Leader of your choice, prepare and present a report highlighting the important traits that have contributed to the effectiveness of that Leader.
- Students will read case study of Starbucks Company on Team Building. Analyze its strategy of building an effective team and present a report of their key learnings.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
W. Gibb Dyer Jr., Jeffrey H. Dyer , William G. Dyer	Team Building: Proven Strategies for Improving Team Performance	Jossey-Bass	2013	978-1118105139	304
David Day	The Oxford Handbook of Leadership and Organizations	Oxford University Press	2014	978-0199755618	912
Peter G. Northouse	Leadership: Theory & Practice	SAGE Publications, Inc	2018	978-1806362311	528
Jocko Willink	Leadership Strategy and Tactics: Field Manual	St. Martin's Press	2020	978-1250226846	320

**Course Title: Corporate Governance and Business Ethics**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I:Introduction</b>	<b>18</b>
Corporate Governance - Meaning, significance and principles, Management and corporate governance; Theories and Models of corporate governance; Agency theory and separation of ownership and contract; ownership structure and firm performance; Whistle blowing, Class Action; Role of Institutional investors. Codes and Standards on Corporate Governance- Sir Adrian Cadbury Committee	

1992 (UK), OECD Principles of Corporate Governance and Sarbanes Oxley (SOX) Act, 2002 (USA).	
<b>Unit II: Directors and Shareholders</b>	<b>18</b>
Powers of directors; Duties of directors; Non-executive directors and their duties; Relationship between board and shareholder; Board structure and Independent director, board committees and their functions. Shareholder expectations; Regulatory requirements for shareholder involvement shareholder activism and proxy advisory firms. Role of rating agencies.	
<b>Unit III: Corporate Governance Framework in India</b>	<b>18</b>
Initiatives and reforms- Confederation of Indian Industry (CII) (1997), Kumar Mangalam Birla (1999), NR Narayana Murthy Committee (2005) and UdayKotak Committee (2017). Regulatory framework: Relevant provisions of the Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015. Corporate Governance in the public sector, banking, non-banking financial institutions.	
<b>Unit IV: Business Ethics and Corporate Social Responsibility (CSR)</b>	<b>18</b>
Business Ethics and Values; Importance of Ethics; Corporate Governance and Ethics; Ethical theories; Code of Ethics and ethics committee. Concept of Corporate Social Responsibility; CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, CSR and Corporate Philanthropy; Environmental Aspect of CSR, Models and benefits of CSR, Drivers of CSR; CSR in India.	

**Course Learning Outcomes:** By the end of this course, students will be able to

- Analyze the role of board of directors and shareholders in corporate management;
- Assess the problems in corporate governance on the basis of major corporate governance failures
- Describe corporate governance framework in India
- Explain the linkage between ethics, corporate governance, and corporate social responsibility and analyze specific cases of corporate governance failures.

**List of Professional Skill Development Activities (PSDA):**

- Visit a MSME and study the benefits of incorporating Corporate Governance in their organisation. Also, assess the issues of corporate governance there and find out the codes and standards addressing those issues.
- Make the comparative analysis of rules governing Whistle-blowing policies in different countries. Prepare a case study on the topic “Whistle blowing”
- Visit one startup company or someone who is working in a renowned company, and prepare a report on how business ethics and corporate social responsibilities are fulfilled by these organisations.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
John Adair	Inspiring Leadership	Viva Books Private Limited	2015	978-8130930916	672
SL Goel	Good Governance : An Integral Approach	Deep & deep publications	2007	978-8184500028	604
S bhatnagar	Unlocking E-Government Potential: Concepts, Cases and Practical Insights	SAGE Publications India Pvt Ltd	2013	978-8178299280	376
Mohit Bhattacharya	The Governance Discourse: A Reader	Oxford university press	2015	978-0195696646	368

### SPECIALIZATION: MARKETING

Course Title: Fundamentals of Consumer Behavior

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Introduction to Consumer Behavior</b>	<b>14</b>
<ul style="list-style-type: none"> <li>Consumer Behavior: Definition and significance,</li> <li>Understanding consumer and market:</li> <li>Profile of Indian and Global Consumers.</li> <li>Applications of consumer behavior knowledge in marketing, Methods of consumer research.</li> </ul>	
<b>Unit II: External Influences on Buying Behavior</b>	<b>14</b>
<ul style="list-style-type: none"> <li>Culture: Meaning and Characteristics.</li> <li>Cross Cultural understanding of Consumer Behavior.</li> <li>Subculture, Social class, Demographics and social stratification,</li> <li>Social Groups: Meaning and formation of a group, group properties.</li> <li>Family: Lifecycle and its significance on Consumer Behavior. Family purchase decision process.</li> <li>Reference group influences on consumer behavior and marketing strategy.</li> </ul>	
<b>Unit III: Internal Influences on Buying Behavior</b>	<b>13</b>
<ul style="list-style-type: none"> <li>Personality, self concept and Lifestyle and its relevance in consumer behavior</li> <li>Motivation: Nature and role of motives and their significance in marketing.</li> <li>Perception and Marketing Strategy;</li> <li>Consumer Learning Outcomes and measures of consumer learning,</li> <li>Attitudes: Characteristics, functions and its importance in buyer behavior.</li> <li>Strategies for changing attitude and intentions</li> </ul>	
<b>Unit IV: Consumer Decision Process &amp; Technology Diffusion</b>	<b>13</b>
<ul style="list-style-type: none"> <li>Consumer decision process, Types of consumer decisions,</li> <li>Problem Recognition, Search and Evaluation,</li> <li>Purchasing Process. Post-purchase Behavior: Post Purchase evaluation, Post-</li> </ul>	

<p>purchase dissonance and Product disposition.</p> <ul style="list-style-type: none"> <li>• Cyber psychology, How consumers influence technology and how technology changes consumers</li> <li>• Customer Life Time Value Analysis, Customer choice predictions, Recommendation of products based on collaborative choices</li> </ul>	
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**Course Learning Outcomes:** By the end of the course student will be able to-

- Identify and relate to the importance of consumer behavior in the overall marketing process.
- Assess, review and discuss as to how and why consumers behave in general and by segments.
- Analyze and interpret tools used to uncover underlying aspects of consumer psychology that runs behind the decision making process
- Evaluate and apply knowledge of buyer behavior to create product, service and marketing ideas in ways that motivate consumers.

**List of Professional Skill Development Activities (PSDA):**

- Application of Consumer Behavior in marketing.
- Role of technology in altering Consumer behavior and marketing in new-age.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Schiffman, Leon G / Kanuk, Leslie Lazar	Consumer Behavior	Pearson College Div	2009	978-0135053010	518
Hawkins et al	Consumer Behavior : Building Marketing Strategy	McGraw Hill Education	2010	978-0070682160	-
S. Ramesh Kumar	Consumer Behavior: The Indian Context	Pearson Education	2017	978-9332586499	348
David Loudon , Albert Della Bitta	Consumer Behavior	McGraw Hill Education	2017	978-0070473812	816
Roger D. Blackwell, Paul W. Miniard	Consumer Behavior	Cengage India	2017	978-9386650870	750

**Course Title: Marketing of Services**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Services an Overview</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Services: concept, characteristics.</li> <li>• Marketing of goods v/s marketing of services.</li> <li>• Significance of services marketing.</li> <li>• Role of services sector in economy.</li> <li>• Growth of service sector. Services- Global and Indian Scenario.</li> <li>• Introduction to service marketing mix.</li> </ul>	
<b>Unit II: Consumer Behaviour in Services</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Consumer decision-making process.</li> <li>• Consumer Expectations: Concept.</li> <li>• Factors influencing customer expectation of services.</li> <li>• Service encounter and moments of truths.</li> <li>• Managing Customer Satisfaction.</li> <li>• Service failure and recovery.</li> </ul>	
<b>Unit III: Service Quality &amp; Productivity</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Concept of service quality.</li> <li>• GAP Model of service quality.</li> <li>• Measuring and improving service quality.</li> <li>• Managing service operations and operational design for services.</li> <li>• Concept of productivity in service context.</li> <li>• Approaches to improve productivity.</li> <li>• Managing service demand and capacity: Understanding capacity constraints, understanding demand patterns.</li> <li>• Strategies for matching demand and supply.</li> </ul>	
<b>Unit IV: Managing Service Personnel, Pricing and Distribution</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Role of service personnel, Job characteristics, Internal marketing,</li> <li>• Price determinants, pricing modifications.</li> <li>• Approaches to pricing services.</li> <li>• Pricing strategies linking to value definitions.</li> <li>• Channel structures,</li> <li>• Distribution-growth options.</li> <li>• Role of Technology in Service Delivery                             <ul style="list-style-type: none"> <li>• Concept of technology services</li> <li>• Technology enabled service delivery</li> <li>• Implications for self service and service support</li> </ul> </li> </ul>	

<ul style="list-style-type: none"> <li>• Technology based changes in service industry</li> </ul>	
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**Course Learning Outcomes:** Learning outcomes of this course are as below.

- To understand the challenges inherent in marketing of services and ensuring quality service delivery
- To study strategies, tools, and approaches for addressing the challenges of services marketing
- To analyze inter-functional coordination necessary to deliver quality service
- To examine the impact of changing technology on service industry

**List of Professional Skill Development Activities (PSDA):**

1. **Industry Project Based on Primary Survey:** “Consumer satisfaction with regards to various service quality components for one particular service industry/organization”. Analyze the data and prepare a report. Present the findings in the class.
2. **Assignment:** “How rapid technological changes are affecting consumers’ expectations, companies’ understanding of such expectations and design & delivery of services to the end consumers”. Prepare a report on this refereeing gaps model of service quality and present in the class.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pa
Valarie A Zeithaml and Mary J. Bitner	Services Marketing	McGraw-Hill Education	2013	9780070660076	7
Clow Kenneth E. and Kurtz David L	Services Marketing Operations, Management and Strategy	Biztantra	2003	9781592600472	4
Christopher Lovelock	Service Marketing (People, Technology and Strategy)	Pearson Education	2021	9781944659813	6
Rampal M.K., Gupta S.L.	Service Marketing	Galgotia Publishing Company	2000	9788185989563	6
	Electronic Services: Concepts, Methodologies, Tools and Applications	Information Resources Management Association	2010	9781615209682	20

Rayan Mahmoud Nouh	Modern E-Services Quality Evaluation	LAP Lambert Academic Publishing	2012	9783844324365	1
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**Course Title: Fundamentals of Retailing**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Introduction to Retailing</b>	<b>14</b>
Nature scope and importance of Retailing, A Retailer's Role in Distribution Channel, Functions Performed by Retailers Retail Environment and its influence on retailing viz demographic changes, Lifestyle changes, Technological Changes, Classification of Retailers, Trends in Retailing, Multichannel in Retailing, Introduction to Rural retail	
<b>Unit II: Consumer behavior In Retailing</b>	<b>13</b>
Consumer Behavior in Retailing, Buying decision process in Retailing, Types of Buying decisions, Factors influencing buying behaviour, Market Segmentation for Retailing:- Criteria for evaluating market segments, Approaches for segmenting markets	
<b>Unit III: Store Location and Store Layout</b>	<b>13</b>
Retail Locations: - Concept & Importance, Type of Locations:-Unplanned Retail Locations, Planned Retail Locations, Site Selection, Trading Area. Store Layout : Concept & Types of Store Layout , Traffic management	
<b>Unit IV: Merchandise Management- Visual Merchandising and Customer Service</b>	<b>14</b>
Concept of Merchandise Management , Evolution of Merchandising ,Merchandiser Role & Responsibilities, Buyer Role & Responsibilities. Buying Cycle, Buying for Chain Stores , Buying for Non-Store Retailers Understanding Private Labels. Merchandise Presentation, Customer Service in Retail & Advantages through Customer Service, Customer Loyalty Programmes	

**Course Learning Outcomes:** By the end of this course, students will be able to

- Analyze Retail concepts and situations in a beneficial manner.
- Formulate different ways of improving retail shopping experience
- Identify and understand consumer behavior in retail management perspective
- Formulate strategic perspective to understand retail.

**List of Professional Skill Development Activities (PSDA):**

- Each student shall be given a problem statement to write a research proposal or a synopsis

- Each Student shall visit nearest retail outlet, observe and detail on type, assortment and shelf life of products in the store and eventually present a Store Layout

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Bajaj, Tuli&Srivastava	Retail Management	Oxford university press	2010	9780198061151	860
James R.Ogden	Integrated Retail Management	Dreamtech Press	2019	9788177225112	882
SwapnaPradhan	Retailing Management: Text & Cases	Tata McGraw Hill Education	2009	9780070152564	652

**SPECIALIZATION: FINANCE**

**Course Title: Financial Services**

L	T	P	Total Credits
3	0	0	3

	Teaching Hours
<b>Unit I - Introduction to Financial System &amp; Financial Services; Merchant Banking</b>	<b>14</b>
<p>Indian Financial System – An Overview, Evolution of Financial System in India, Financial System and Economic Development, Financial Services: Meaning, Importance &amp; Role of Financial Services in the Indian Financial System, Types of Financial Services – Fund Based Services &amp; Fee Based Services.</p> <p>Merchant &amp; Investment Banking Service: Meaning, Project Counseling and Appraisal, Procedural aspects of New Issue Management Book Building, Pre-Issue and Post Issue Management of Public Issue, SEBI guidelines for Merchant Banking and Protection of Interests of Investors.</p>	

<b>Unit II –Mutual Funds; Venture Capital</b>	<b>14</b>
<p>Mutual fund services: Conceptual framework &amp; Structure, Types of MF Schemes, Recent SEBI guidelines for mutual funds, NAV Calculation, Performance Evaluation of Mutual Fund Schemes, Factors to be considered for selection of right Mutual Funds. Mutual Fund Companies in India.</p> <p>Venture Capital - Characteristics of Venture Capital Financing, Stages of VC financing, Structure &amp; sources of VC financing in India, Difference between angel investors, venture capital &amp; private equity, basis for Investments for VC firms, Exit route for VC, Private Equity and its growth in India. Venture Capital Firms in India.</p>	
<b>Unit III: Leasing; Factoring</b>	<b>13</b>
<p>Leasing: Concept &amp; Essentials, Types of Leasing - Operating and Financial Lease, Sale and Leaseback - Other classifications, Leasing Vs Hire Purchase Services, Pricing Methodology, Taxation, and Legal Framework for Leasing, Leasing Vs. Buying option. Leasing Companies in India.</p> <p>Factoring: Meaning, Parties involved, Process of Factoring, Functions of a Factor, Different Forms of Factoring Services, Factoring and Forfeiting and Bill discounting – meaning, mechanism &amp; comparison. Factoring and Forfeiting Companies in India.</p>	
<b>Unit IV: Credit Rating; NBFCs; FinTech</b>	<b>13</b>
<p>Credit Rating - Meaning, types, Need for credit rating, Factors affecting credit rating, Rating process and methodology, Credit Rating Agencies in India. NBFC: Scope and meaning, Importance of NBFC's in Indian economy, Recent RBI guidelines on NBFCs, Chit Funds &amp; Nidhis: Issues and Legal framework. Overview of Indian fintech market - Digital Payments, InsurTech, Wealthtech, Managing risk, Emerging technologies disrupting the financial sector</p>	

**Course Learning Outcomes:** On completion of the course, the student shall be able to:

- Develop a basic understanding of the Indian financial system & its constituents, financial institutions and their Regulatory Framework.
- Understand conceptual framework of Mutual Funds and venture capital financing.
- Analyze the practical applications of the financial services like leasing & Factoring.
- Evaluate recent trends of financial technologies & services.

**List of Professional Skill Development Activities (PSDA):**

1. Performance Evaluation of selected Mutual Funds during last 5 years.
2. Study on growth status of Financial Technologies in India.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Machiraju	Indian Financial System	Vikas Publishing	2010	978-8125939818	474
Pathak, Bharti. V	Indian Financial System	Pearson Publications	2018	9789352864867	920
Khan, M. Y	Indian Financial System	Tata Mcgraw Hill	2018	978-9353167301	1008
Varshney P.N. & Mittal D.K	Indian Financial System	Sultan Chand & Sons	2015	978-8180548246	-
Sasidharan	Financial Services and System	Tata Mcgraw Hill	2008	9780070668058	700
M.Y.Khan,	Financial Services	Tata McGraw-Hill	2019	9780070681996	912
Nalini Tripathy	Financial Services	PHI Learning	2007	978-8120332454	348
Bhole, L.M	Financial Institutions and Markets: Structure, Growth & Innovations	Tata Mcgraw Hill	2018	9780070080485	951
Natrajan, K, Gordon, E	Financial Markets & Services	Himalaya Publishing	2016	978-9352620043	496

**Course Title: Project Planning, Appraisal and Control**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I –Project Management; Project Planning</b>	<b>14</b>
Concept of Project Management; Process of Project Planning; Capital Expenditures, Capital Budgeting, Phases of Capital Budgeting, Classification of Projects, Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Techniques of project selection – Payback method, NPV method, IRR method, PI Method, Capital Rationing; Levels of Decision Making Project Rating Index, Demand Forecasting – Meaning & Techniques, Project organisation structure & Management system. Preparation of project Report & Its Contents.	
<b>Unit II –Project Appraisal</b>	<b>14</b>
Concept of Project Appraisal, Elements of Project Appraisal – Economic Analysis, Market Analysis, Technical Analysis Financial Analysis, Socio-Economic Analysis, Managerial Competence. Technical Analysis - Material Inputs and Utilities,	

Manufacturing Process, Product Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil Work, Project Charts and Layouts, Work Schedule. Financial Analysis - Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Break Even Point, Projected Balance Sheets, Muti Year Projections, Basic Principles for Measuring Project Cash Flows, Components of the Cash Flow Stream, Biases in Cash Flow Estimation.	
<b>Unit III: Project Risk Measurement and Risk Management</b>	<b>13</b>
Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Optimal Timing, Social Cost Benefit Analysis, Net Benefit in terms of Economic Prices, Measurement of the Impact on Distribution, Savings Impact and its value, Income Distribution Impact, Little-Mirrlees Approach, Shadow Prices. Project Risk Management – Overview	
<b>Unit IV: Project Management &amp; Review</b>	<b>13</b>
Forms of Project Organization, Project Planning, Project Control, Human Aspects of Project Management, Pre-requisites for Successful Project Implementation, Performance Evaluation, Abandonment Analysis, Administrative Aspects of Capital Budgeting. Time Estimation, PERT Model, CPM Model, Performance Audit. Latest development in project management – Situational analysis, cyber security, Internet of Things.	

**Course Learning Outcomes:** At the end of this course, the students will be able to develop basic understanding of fundamentals & concepts of security analysis and portfolio management.

- Develop the skills of project planning and to understand the concept of project management.
- Application & Assessment of various considerations for project appraisal.
- Analyze the techniques of project risk measurement & management.
- Evaluate techniques of Project Management & Review.

#### List of PSDA

- Take hypothetical case of Project for Financial Appraisal.
- Take hypothetical project and conduct all appraisal. Prepare Project report to present to Financial Institutions for fund raising.

#### Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Bansal Rajeev, Wadhwa Ritu	Project Planning, Appraisal & Control	Kojo Press	2020	9789388955201	
Erik W. Larson	Project Management:	McGraw Hill	2021	9789354602078	752

,Clifford F.Gray, RohitJoshi	The Managerial Process	Education			
Prasanna Chandra	Projects: Planning, Analysis, Selection, Financing, Implementation, and Review	McGraw Hill Education	2017	9789332902572	744
K. Nagarajan	Project Management	New Age International Pvt Ltd	2017	9789386286024	744
Sharma, K R	Project Management	Atlantic Publishers	2022	9788126932924	528

**Course Title: Security Market Analysis and  
Portfolio Management**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

	<b>Lecture Hours</b>
<b>Unit-1 Introduction to Investments &amp; The Markets for Securities</b>	<b>14</b>
Investments and Speculation, avenues for Investment, objectives, constraints and policies, attributes of an investible instrument. Alternatives avenues of investment - Equity shares, Preference shares, Bonds & Debentures, Insurance Schemes, Mutual Funds, Index Funds, Process of Investment Decision Making. Risks involved in Investments including the concept of beta, Principle of Dominance. Classification of financial markets, Indian Security Markets - Primary Market, Secondary Market and Derivative Market, Study of market indexes of India.	
<b>Unit-2 - Valuation of Securities</b>	<b>13</b>
Bond pricing & Valuation, concept and types of valuation, valuation of deep discount bonds and floating rate bonds, current yield, weighted yield, yield to maturity and yield to call of bonds. Preference share Valuation and Analysis both redeemable and irredeemable. Equity Share Valuation - Balance Sheet Techniques- Book value, Liquidation value, Replacement cost. Discounted Cash Flow Techniques: Dividend discount model, Free cash flow model. Relative Valuation Techniques: Price-earnings ratio, Price-book value ratio, Price-sales ratio	
<b>Unit-3- Security Analysis</b>	<b>13</b>
Fundamental Security Analysis- EIC approach, DU Pont Analysis, Economic Value Added (EVA). Technical Security Analysis- Charting- the basic tool of technical analysis	
<b>Unit-4- Portfolio Analysis and Management</b>	<b>14</b>
Efficient Market Theory: Basic concept, Random Walk theory, weak form of EMH, Semi-strong form, Strong form. Portfolio Analysis: Risk and Return, Measurement of risk, Portfolio management, Return and risk in context of portfolio, two security portfolio,	

calculation of correlation coefficient and risk of a portfolio. Markowitz: Portfolio Selection Model, Capital Asset Pricing Model	
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**Course Learning Outcomes:** Students who complete this course will be able to:

- Identify the factors affecting the risk in an investment.
- Describe basics of forming a portfolio managing the risk.
- Explain the modus of operandi of stock exchanges in India.
- Outline various models of portfolio management and their applicability.

**List of Professional Skill Development Activities (PSDA):**

- Identify 3 sectors and select 2 companies from each sector, collect historical data of stock prices for the same. Perform Risk-return analysis on selected stocks.
- Select one company from any sector, collect data on their 5 years financial performance and conduct fundamental analysis.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Punithavathy Pandian	Security Analysis & Portfolio Management	Vikas Publishing House	2012	978-9325963085	496
Chandra P	Investment Analysis and Portfolio Management	Tata McGraw Hill	2017	978-0070249073	880
Bodie, Zvi, Kane, Alex, Marcus, Alan J, Mohanty	Investment Management	Tata McGraw Hill	2019	978-8194113850	1084
Jones, Charles P	Investments: Analysis and Management	Wiley Publications	2019	978-1118975589	670
Preeti Singh	Investment Management	Himalaya Publishing	2010	978-8184880670	452
V. K. Bhalla	Portfolio Analysis and Management	Sultan Chand & Sons	2008	978-8121912488	1144
Fischer & Jordan	Security Analysis and Portfolio Management	Prentice Hall India	2018	978-9353066284	536



**SPECIALIAZTION: HUMAN RESOURCE**

**Course Title: Understanding Organization Change and Development**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

	<b>Lecture Hours</b>
<b>Unit I: Introduction to Human Resource Management</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Historical overview of OD, values and basic assumptions, fundamental strengths of OD,</li> <li>• Growth and relevance of OD, Importance of change, Reasons for change,</li> <li>• Change drivers-global and local (environmental, Technological, Legal, Political, Social and cultural factors of change)</li> </ul>	
<b>Unit II: Human Resource Requirements and Learning and Development of Human Resources</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Nature of Planned Change, Process of planned change,</li> <li>• Models and techniques involved in change management (TQM, business process reengineering),</li> <li>• Lewin's force-field analysis, Kotter's eight step model, action research model.</li> </ul>	
<b>Unit III: Performance and Compensation Management</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Resistance to change, strategies to overcome resistance,</li> <li>• Design Interventions: Human process interventions, Techno structural interventions,</li> <li>• Strategic interventions, HRM Interventions, Steps involved in OD process.</li> <li>• Evaluating and institutionalizing OD interventions, Role of OD practitioner,</li> <li>• Styles of OD practitioner, contemporary OD issues for today's leaders, Competencies of effective OD practitioner</li> <li>• Case studies on Conflict resolution during change process.</li> </ul>	
<b>Unit IV: Employee Relations and Future of Work Place: Emerging Trends in HR in the New Millennium</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• OD in Global Settings, OD in Health Care, Schools, and Public Sectors,</li> <li>• Future directions in OD, Emerging trends affecting organizations - virtual organization, knowledge management,</li> <li>• Leadership and change, Organizational Learning and Transformation,</li> <li>• Architecting a Learning Organization-Case studies</li> </ul>	

**Course Learning Outcomes:** Upon completion of course, the student will be able to:

- Understand different types of organizational changes and the role of leadership in change and how leaders effect change.
- Plan, develop, carry out, and evaluate organizational changes.
- Analyze the need for organizational change and administer the process of change
- Analyze problems, and develop recommendations for improving organizational performances.
- Develop an overall awareness of change with respect to different companies and

industries, including the issues associated with operational change, process change, cultural change, technology change, strategic repositioning and human relations.

**List of Professional Skill Development Activities (PSDA):**

Assignment 1: Choose any three articles from the business section of a newspaper, or a business magazine about organizations going through change. Identify the internal and external pressures for these changes from the article and suggest if there are any commonalities between them?

Assignment2: Student needs to choose a sector/industry/company and identify the changes implemented by the organization in the last one year. They also need to identify if there was resistance to change and how company over came it.

Project1:Survey/Interview of an OD practitioner to understand the OD process and use of OD interventions with a detailed report.

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
French, W.L.,& Bell Jr, C.H.	Organization Development And Transformation: Managing Effective Change,	Tata Mc. Graw Hill	2006	8177582615	260
Anderson, D. L.	Organization Development: The Process Of Leading Organizational Change.	Sage Publications	2016	1506316573	512
Cummings,T.G., & Worley, C.G.	Organization Development And Change.	Cengage Learning	2014	1133190456	832
Baporikar,N.	Global Practices in knowledge management for Societal & Organizational development.	IGI Global	2017	9781522530091	475
Bullen,M.(Ed.).	Making the transition to e-Learning: Strategies and issues:	IGI Global	2006	9781591409502	366

L	T	P	Total Credits
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**Course Title: Fundamentals of Training and Development**

3	0	0	3
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	Lecture Hours
<b>Unit I: Introduction to Learning Concept</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Definition, Need for Training, Importance of Training,</li> <li>• Objectives of Training,</li> <li>• Concepts of education,</li> <li>• Training And Development,</li> <li>• Methods of Training, Learning and development,</li> <li>• Manager skills and competencies</li> </ul>	
<b>Unit II: Process of Training</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Establishing objectives, Training need analysis, ADDIE Model,</li> <li>• Designing the training programs, administrative aspects of L&amp;D program,</li> <li>• Participation of management in Training, Actual and after</li> <li>• Training Activities, Designing a training module, Group project1</li> </ul>	
<b>Unit III: Evaluation of Training &amp; Development</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Training Evaluation –Need forevaluation,MeasuringTrainingEffectiveness,Cost–BenefitAnalysis,</li> <li>• Models of Training Evaluation-Kirkpatrick four-level approach,</li> <li>• Kaufman’s five levels of evaluation of training impact, CIRO approach,</li> <li>• Philip’s 5-level ROI framework, Group project 2</li> </ul>	
<b>Unit IV: Professional Development for the 21<sup>st</sup> Century and Learning and Analytics</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Concept and Need for Learning Organizations, Learning curves,</li> <li>• Various kinds of Training: Leadership and Team Training, Diversity training,</li> <li>• Work place Harassment Training, Orientation Training, Ethics Training</li> <li>• Technology In Training: CBT, Distance Learning,</li> <li>• E-Learning, Technology and Multimedia, Instructor led vs online training,</li> <li>• Data analytics and Training, Understanding Data Analytics in the L&amp;D Context,</li> <li>• Learning management systems, Gamification</li> <li>• Home Assignment: Training and development initiatives of some MNCs</li> </ul>	

**Course Learning Outcomes:** On completion of the course students should be able to-

- Achieve proficiency in different types of Training and development methods
- Analyse Jobs and tasks to determine training and development objectives
- Assess training as a viable career option.
- Create an Insight on how to design, organize, implement and Evaluate conditions to ensure employees’ readiness for training in an organizational setting.
- Diagnose the training need analysis in organizations and administer the process of training in real practice and conduct a needs assessment to determine whether and what kind of training is necessary

**List of Professional Skill Development Activities (PSDA):**

1. For Group Project1, student teams will plan, design, deliver, and evaluate their own

training program. Groups should select a topic that is of particular interest to them. Topics for each group's training program should be decided and the group has to present the training program (or a portion of it) to the class. Each group will design and do the evaluation of their technique, as well as demonstrate their technique to the class. Every program must include at least one portion of your program that is technology-based. Examples could include an online module or quiz, an interactive video, or some other creative use of technology to delivery our program. Both professionalism and creativity are encouraged in all presentations.

2. For Group Project 2, Consider this course as a training program. In teams of up to 5 students, identify (a) the types of outcomes you would recommend to use in evaluating this course and (b) the evaluation design you would use. Justify your choice of a design based on minimizing threats to validity and practical considerations.
3. Home Assignment: Students will make an assignment on Training and Development initiatives on any one MNC's.

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Ellingson, Noe, R.A.	Autonomous Learning in the Workplace	Taylor & Francis	2017	9781138940741	358
Ford, J.K. (Ed.)	Improving Training Effectiveness in Work Organizations.	Psychology Press.	2014	080581387X	412
Agochiya, D.	Every Trainer's Handbook.	Sage Publications	2009	8132100816	436
Naik, P.G.	Training and Development: Text, Research and Cases.	Excel Books.	2007	8174465650	518
Raymonda Noe	Employee Training and Development.	Mc Graw Hill.	2014	1259004724	541

**Course Title: Human Resource Planning and Acquisition**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: HR Planning, Forecasting, Job Analysis and Design</b>	<b>14</b>

<ul style="list-style-type: none"> <li>• The planning process</li> <li>• Ascertaining demand and supply in human resource</li> <li>• Causes of demand, forecasting techniques and human resource requirements</li> <li>• Linking human resource planning with strategic human resource management</li> <li>• Job analysis and design</li> <li>• Job analysis information and use</li> <li>• Collection of job analysis information</li> <li>• Factors influencing job design methods</li> <li>• Job analysis techniques</li> <li>• Assessing job analysis methods</li> <li>• Difference between job and role</li> <li>• Role of internal and external stakeholders to determine a job</li> </ul>	
<b>Unit II: Recruitment and Selection</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Introduction to recruitment</li> <li>• Sources of recruitment– Internal &amp; external</li> <li>• Methods of recruitment</li> <li>• Alternatives to recruiting – Overtime, employee leasing and temporary employment</li> <li>• Recruitment strategies in diverse work force</li> <li>• Internal job postings</li> <li>• E–recruitment and other modern methods</li> <li>• Introduction to selection</li> <li>• Basic testing concepts– reliability &amp; validity</li> <li>• Selection tests –Types, standards and techniques</li> <li>• Interviews–Types, process and methods</li> <li>• E-selection–Purpose, process</li> <li>• Importance of reference and background checks</li> <li>• Role of social media in cross referencing</li> </ul>	
<b>Unit III: Internal Mobility, Separations and Retention</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Internal mobility-Purpose, Need</li> <li>• Transfers–Purpose, types, benefits and problems</li> <li>• Promotions-Purpose, advantages, bases for promotions, promotion policy</li> <li>• Employee separations –Voluntary, Involuntary- Resignation, retirement, layoff, retrenchment, outplacement, discharge, dismissal; Managing separations,</li> <li>• Exit interviews, Downsizing, Rightsizing</li> <li>• Employee retention: Rewards, Participation, Flexi times, Design &amp; redesign of working systems and empowerment etc. Compensation change and role change</li> </ul>	
<b>Unit IV: HR Planning and Technology</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Impact of technology on HR practices</li> <li>• Technological trends redefining human resource management</li> <li>• Practical insight on usage of Human Resource Information Systems (HRIS)</li> </ul>	

<ul style="list-style-type: none"> <li>• Human resource implications of technological changes</li> <li>• Introduction to SAP human capital management</li> <li>• Introducing Chatbots</li> <li>• Future of the workforce</li> <li>• Expectations from the workforce</li> <li>• Multigenerational workforce</li> </ul>	
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**Course Learning Outcomes:** After completing the course, students will be able to:

- Identify the importance of human resource planning and staffing to the wider context of human resources management.
- Explain and discuss the fundamental concepts, principles and techniques of the human resource planning, job analysis and staffing process.
- Comprehend the wide range of recruitment and selection activities, including job description, job specification, job advertisement, application form and interviewing techniques within organizations.
- Analyzing the impact of technological changes on HR practices of an organization.

**List of Professional Skill Development Activities (PSDA):**

- 1. Assignment on Book Review-**“How to Interview People: A guide to choosing the best person for the job every time –by Heike Guilford”.
- 2. Field Project** on “Recruitment and Selection Strategies of Various MNCs in India”. Diagnose the reasons for differences in strategies of various companies. Prepare a report and present it to the class.
- 3. Primary Survey on** “Use of Technological Devices and Social Media in Recruitment and Selection among Companies of any Particular Sector”. Analyze the data and prepare a report. Present the findings to the class.

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Dessler G	Human Resource Management	Pearson Education	2005	0131440977	725
Aswathappa. K	Human Resource Management- Text & Cases	Tata McGraw Hill	2017	9352605438	928
Rao VSP	Human Resource Management. Text & Cases	Excel Books	2006	8174464484	710
David Lepak	Human Resource Management	Pearson	2009	0137012950	212

		Publications			
Kapoor Shikha	Human Resource Management (Text and cases)	Taxmann Publishers	2015	9350717417	792

**BBA (with Research) - 4 years - VIth Semester**

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Public Relations and Corporate Image	Core Course	4	-	-	4
2	Business Policy and Strategic Management	Core Course	4	-	-	4
3	Advertising and Sales Promotion	SEC – Marketing	3	-	-	3
4	Digital Marketing	SEC – Marketing	3	-	-	3
5	Brand Management	SEC – Marketing	3	-	-	3
6	Advance Corporate Finance	SEC – Finance	3	-	-	3
7	Banking and Financial Institutions	SEC – Finance	3	-	-	3
8	International Finance	SEC – Finance	3	-	-	3
9	Fundamentals of International Human Resource Management	SEC – Human Resource	3	-	-	3
10	Managerial Competencies and Career Development	SEC – Human Resource	3	-	-	3
11	Leadership in Global Environment	SEC – Human Resource	3	-	-	3
12	Social Communication and Effective Writing	Value Added Course	1	-	-	1
13	Group Dynamics and Team Building	Value Added Course	1	-	-	1
14	Foreign Language	Value Added Course	1	-	-	1
15	Dissertation	NTCC	6	-	-	6
	<b>Total Credits</b>		<b>Min Required: 26 Semester Credits: 26</b>			



**Course Title: Public Relations and Corporate Image**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

	<b>Lecture Hours</b>
<b>Unit I: Corporate Image and its implications in Society</b>	<b>18</b>
Understanding Corporate Image, Corporate Image Building: A Marketing Exercise, an overview to Marketing, understanding the Marketing Mix – Product, Price, Place, Promotion Ways to build corporate image and sustainable reputation, concept of corporate social responsibility and building corporate image through its relationship between identity image and reputation.	
<b>Unit II: Marketing Communication &amp; its Role in Corporate Image Building</b>	<b>18</b>
Introduction to the tools used for marketing communication – Advertising, Visual Corporate Identity, Public Relations, Sales Promotion, Direct Marketing, Sales Management, Sponsorships, Exhibitions, Packaging, Merchandising and Point of-Purchase Materials, E-Marketing and Customer Service	
<b>Unit III: Public Relations</b>	<b>18</b>
Introduction to the tools used for marketing communication – Advertising, Visual Corporate Identity, Public Relations, Sales Promotion, Direct Marketing, Sales Management, Sponsorships, Exhibitions, Packaging, Merchandising and Point of-Purchase Materials, E-Marketing and Customer Service	
<b>Unit IV: Public Relation, Research &amp; Publications</b>	<b>18</b>
Concept of Publication in Public Relations and its importance for sustained Corporate Image - In-house Journals, Ghost Writing, Media Writing, Press releases, brochures & leaflets. Building Information Resources, Areas of PR research: Public Opinion Research, Media Tracking, Content Analysis, Campaign Examination, Benchmark Studies, PR Audit	

**Course Learning Outcomes:** By the end of this course, students will be able to

- Demonstrate the basic concepts of Corporate Image.
- Learn the various concept of Public Relations and the tools of Public relations applicable in today's business scenario.
- Evaluate the current issues and trends of Public relations.
- Enhance comprehensive knowledge and practical skills to improve their ability for public relations and corporate image.

**List of Professional Skill Development Activities (PSDA):**

1. (Industry Project): Students will research and give presentation on evaluating different corporate image building techniques / “imagebuilding” campaigns of current market trends.
2. (Assignment) - Students will create a document to understand crisis management practices in different scenarios.
3. (Presentation) – Student will present research work/article review/ case study reflecting their learning on the course

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
H.Frazier Moore , Bertrand R. Canfield , Frank B. Kalupa	Public Relations: Principles, Problems and Cases	Irwin Professional Publishing	1985	978- 0256031850	672
Philip Kotler	Marketing Management	Pearson Education India	2015	978- 9332557185	870
Paul Russell Smith, Jonathan Taylor	Marketing Communications: An Integrated Approach	Kogan Page Publishers	2004	9783319504650	696
Steve Mariotti	Principles of Advertising and IMC	McGraw-Hill	2004	9780072537741	774

**Course Title: Business Policy and Strategic Management**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Introduction to Strategic Management</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Introduction to the concepts of Strategy and Strategic Management,</li> <li>• Evolution of Strategic Management and overview of Strategic Management Process</li> <li>• Classification and levels of Strategy</li> <li>• Strategic Intent: Concept of Vision and Mission</li> <li>• Business Ethics &amp; Corporate Social Responsibility</li> </ul>	
<b>Unit II: Strategic Analysis</b>	<b>18</b>

<ul style="list-style-type: none"> <li>• External Environmental Analysis</li> <li>• Industry Analysis using Porter's 5 Forces Model</li> <li>• The VUCA Environment</li> <li>• Environmental Threat and Opportunity Profile (ETOP)</li> <li>• Value chain Analysis</li> <li>• Strategic Advantage Profile (SAP)</li> <li>• Resource Based View of the Firm-VRIO Framework</li> <li>• Scenario Analysis</li> <li>• SWOT Analysis and TOWS Matrix</li> </ul>	
<b>Unit III: Strategic Choice, Industry Structures &amp; Market Strategies</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Corporate Strategies</li> <li>• Making Strategic Choices using Strickland's Grand Strategy Selection Matrix,</li> <li>• Portfolio Analysis using BCG and GE Nine Cell Matrix</li> <li>• Ansoff's Product Market Matrix.</li> <li>• Choosing Generic Business Strategies using Porter's Model of competitive advantage</li> <li>• Functional Strategies</li> <li>• Industry Structures and Lifecycle Stages</li> <li>• Marketing Warfare and Dominance Strategies</li> <li>• Advantages and Disadvantages of Defensive and Offensive strategies</li> <li>• Innovation as Blue Ocean Strategy.</li> </ul>	
<b>Unit IV: Strategy Implementation &amp; Control</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Resource Allocation and Organization Structure</li> <li>• Integration between various levels of strategy.</li> <li>• Measuring performance using Balanced Score Card</li> <li>• Use of Big Data for Balanced Score Card</li> <li>• Problems in measuring performance and establishing strategic controls.</li> </ul>	

**Course Learning Outcomes:** Upon successful completion of this course the student will be able to:

- Develop an understanding of the strategic management process and the complexities of business environment.
- Analyze the external environmental and internal organizational factors having a bearing on strategy formulation.
- Demonstrate the skills required for selection of the most suitable strategies for a business organization.
- Generate workable solutions to the issues and challenges related to successful implementation of the chosen strategies.

**Text / Reference Books:**

Author	Title	Publisher	Year Of Publication	ISBN	Pages
Thomas L. Wheelen, J. David Hunger	Concepts in Strategic Management and Business Policy: Toward Global Sustainability	Pearson	2013	9780132153225	913
Azhar Kazmi	Strategic Management and Business Policy	McGraw Hill	2008	9780070263628	698
Arthur A. Thompson, Margaret Peteraf, A. J. Strickland, III, John E. Gamble	Crafting and Executing Strategy - The Quest for Competitive Advantage: Concepts and Cases	McGraw-Hill Education	2017	9781259732782	370
Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson	Strategic Management: Concepts and Cases: Competitiveness and Globalization	Cengage Learning	2016	9781305856288	896
N Chandrasekaran, P.S. Anathanarayanan	Strategic Management	Oxford University Press	2012	9780198070795	680

### SPECIALIZATION: MARKETING

**Course Title: Advertising and Sales Promotion**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Advertising &amp; Sales Promotion: An Introduction</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Role of Promotion in Marketing Mix.</li> <li>• Components of promotion mix viz Advertising Publicity</li> <li>• , Personal selling, Public relations and Sales promotion.</li> <li>• Concept of integrated marketing communication.</li> </ul>	
<b>Unit II: Advertising &amp; Campaign planning</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Need, scope objectives and importance of advertising, Strengths and Weaknesses of Advertising as a Promotion Tool,</li> <li>• role of advertising in current market, advertising and society- latest trends in advertisements different types of advertisements.</li> <li>• Setting advertising goals and objectives-</li> <li>• The DAGMAR Approach. Message strategies and tactics- Creative approaches,</li> <li>• Copywriting and testing. Advertising copy design. Copy layout,</li> </ul>	

<ul style="list-style-type: none"> <li>Advertising appeals and themes, Classification of advertisement copies-Essentials of a good copy Ethics in advertising.</li> </ul>	
<b>Unit III: Advertising Media &amp; Agencies</b>	<b>13</b>
<ul style="list-style-type: none"> <li>Types of media, media planning and scheduling.</li> <li>Advertising budgets. Approaches to advertising budgeting.</li> <li>Measuring advertising effectiveness.</li> <li>Advertising business in India. Rural advertising. Legal and ethical aspects of advertising,</li> <li>Advertising and society. Advertising in international perspective.</li> </ul>	
<b>Unit IV: Sales Promotion &amp; Strategies</b>	<b>14</b>
<ul style="list-style-type: none"> <li>Need, scope objectives and importance of sales promotion.</li> <li>Management of sales Promotion at the consumer, trade and sales force levels.</li> <li>Strengths and weaknesses of Sales Promotion.</li> <li>Planning and designing sales promotion program with specific reference to sales contest, trade in discount coupons etc. sales display and merchandising.</li> <li>Latest trends in sales promotion.</li> </ul>	

**Course Learning Outcomes:** By the end of the course students will be able to-

- Identify communication objectives behind advertising and sales promotions;
- Assess the various advertising and media elements used in the advertising decisions.
- Analyze various ethical and legal issues of advertising.
- Evaluate and apply knowledge sales promotion strategies in enhancing brand visibility and awareness

**List of Professional Skill Development Activities (PSDA):**

- Students need to formulate a detailed advertising campaign of a new technology brand entering Indian market.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
R. Batra, John G. Myers, David A. Aaker	Advertising Management	Pearson Education	2002	978-8177588507	754
G.E. Belch, M.A.	Advertising and	McGraw Hill	2017	978-	1064

Belch, K. Purani	Promotion: An Integrated Marketing Communications Perspective	Education		1259026850	
S.H.H. Kazmi, S.K. Batra	Advertising and Sales Promotion	Excel Books	2002	978-8174462596	580
V.K. Banerjee	Advertising and Sales Promotion	Sagar Publication	2011	978-8192149677	

**Course Title: Digital Marketing**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Digital Marketing Fundamentals</b>	<b>14</b>
<ul style="list-style-type: none"> <li>Digital marketing- Definition and concept</li> <li>How is it different from traditional marketing, ROI between Digital and traditional marketing</li> <li>New trends and current scenario, Digital marketing a boon or a Bane.</li> <li>Digital marketing as a tool of success for companies</li> <li>Study and Analysis of recent infographics released by companies about digital marketing</li> <li>Digital marketing with respect to small companies and top Organisations</li> <li>Categorization of digital marketing for the business, SWOT analysis of business, present website and media or promotion plan, Inbound vs Outbound Marketing</li> </ul>	
<b>Unit II: Website Planning and Structure</b>	<b>14</b>
<ul style="list-style-type: none"> <li>Understanding a website, what is a website, Levels of websites</li> <li>Diff b/w Blog, Portal and Website</li> <li>Diff b/w websites: static or dynamic, Domains, Buying a Domain</li> <li>Website Language &amp; Technology</li> <li>Core Objective of Website and Flow,</li> <li>One Page Website, Strategic Design of Home Page</li> <li>Strategic Design of Products &amp; Services Page</li> <li>Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page</li> </ul>	

<ul style="list-style-type: none"> <li>• Call to Action (Real Engagement Happens)</li> <li>• Designing Other Pages, SEO Overview</li> <li>• Google Analytics Tracking Code, Website Auditing, Designing WordPress Website</li> <li>• Design a New Website and Promote it using techniques taught.</li> </ul>	
<b>Unit III: Search Engine Marketing and Social Media Optimization (SMO)</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Introduction to Search Engine Marketing</li> <li>• Tools used for Search engine Marketing</li> <li>• PPC /Google AdWords Tool, Display advertising techniques, Report generation</li> <li>• Search Engine Optimization (SEO)</li> <li>• On page optimization techniques, Off page Optimization techniques</li> <li>• Reports, Email Marketing</li> <li>• Introduction to social Media Marketing</li> <li>• Advanced Facebook Marketing, Word Press blog creation</li> <li>• Twitter marketing, LinkedIn Marketing</li> <li>• Google plus marketing</li> <li>• Social Media Analytical Tools</li> <li>• Design a Social Media Campaign to promote Indian Tourism</li> </ul>	
<b>Unit IV: Web Analytics</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Web Analytics and Integrating with Website</li> <li>• Measurement Metrics</li> <li>• Google Webmaster Tool</li> <li>• Setting up Tool for SEO</li> <li>• Adding and Managing Assets</li> <li>• Integrating WebMaster Tool, Site Map and Site Links</li> <li>• Search Traffic and Links, Google Indexing Managing Crawl Errors</li> <li>• Managing Security Issues</li> <li>• Jobs in Marketing Analytics</li> <li>• Analyse your website using web analytics and suggest strategies to improve the views.</li> </ul>	

**Course Learning Outcomes:** Upon successful completion of this course the student will be able to:

- develop an understanding of the digital market characteristics and the nature of competition in such markets
- apply concepts, theories, models, and tools in developing 9P's of digital marketing
- develop an insight and knowledge base of the various underlying concepts driving marketing strategies.
- critically assess current and future metrics, research technologies, and research data output related to the subject.

**List of PSDA:**

- Create your own blog and promote it using Social Media Strategies

- Create a Word Press Website, perform Web Analytics for word press and for your blogs, and prepare a dashboard for the same

**Text / Reference Books:**

<b>Author</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of publication</b>	<b>ISBN</b>	<b>Pages</b>
Damian Ryan	Understanding Digital Marketing: A Complete Guide to Engaging Customers and Implementing Successful Digital Campaigns	Kogan Page	2020	9781789666014	448
Joe Pulizzi	Epic Content Marketing: How to Tell a Different Story, Break Through the Clutter, and Win More Customers by Marketing Less	McGraw-Hill Education	2013	9780071819916	352
Chaffey, Chadwick, Mayer, Johnston	Internet Marketing: Strategy, Implementation and Practice	Prentice Hall	2009	9780273717409	702
Judy Strauss, Raymond D. Frost	E-marketing	Taylor & Francis	2016	9781315506517	496
Ben Carter, Gregory Brooks, Frank Catalano, Bud E. Smith	Digital Marketing For Dummies	Wiley	2011	9781119997771	302
Godfrey Parkin	Digital Marketing: Strategies for Online Success	Fox Chapel Publishing	2016	9781607651956	250
Glen L. Urban	Digital Marketing Strategy:	Pearson Prentice	2004	9780131831773	195

	Text and Cases	Hall			
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**Course Title: Brand Management**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

	<b>Lecture Hours</b>
<b>Unit Introduction</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Meaning and importance of brands.</li> <li>• Brands v/s products.</li> <li>• Challenges and opportunities of branding.</li> <li>• Brand management process</li> </ul>	
<b>Unit II: Brand Equity and Brand Marketing strategies</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Concept and Sources of brand equity.</li> <li>• Strategic Brand Equity: CBBE &amp;Kapferer's Brand Identity Prism</li> <li>• Customer Based Brand Equity Criteria for choosing Brand elements.</li> <li>• Concept of Cult &amp; iconic brands, Brand positioning, basis &amp; considerations, Celebrity endorsements</li> <li>• Brand hierarchy, Designing branding strategy</li> <li>• Brand extension: Concept, Advantages and disadvantages.</li> <li>• Evaluating opportunities of brand extension.</li> <li>• Concept of Internal branding, Brand mantras, co-branding</li> </ul>	
<b>Unit III: Brand Performance and Managing Brands</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Brand value chain, Brand Audits</li> <li>• Reinforcing Brands.</li> <li>• Brands revitalization Managing brands internationally</li> <li>• Advantages and disadvantages of global marketing.</li> </ul>	
<b>Unit IV: Digital Brand Management</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Introduction to digital brand management and its importance, Impact of technology on brand marketing</li> <li>• Digital brand Strategy</li> <li>• Online Branding and challenges of online branding</li> <li>• Branding through social media, Social media strategies for brand outreach</li> <li>• Role of Digital Brand Manager</li> </ul>	

**Course Learning Outcomes: By the end of this course, students will be able to**

- Understand the benefits and limitations of Entrepreneurship
- Formulate and apply entrepreneurial skills to solve daily societal problems.
- Identify various communication strategies for business development,
- Evaluate themselves as responsible entrepreneurs and apply design thinking skills

**List of Professional Skill Development Activities (PSDA):**

1. Develop and analyze the “Customer Based Brand Equity” Model of any two competing brands.
2. Conceptualize the digital launching of a brand using appropriate digital branding tools as per the choice of product. Analyze the difference in situation as compared to the offline launching and related activities.
3. Take a mature brand and trace its brand extensions over last 10 years and audit them as a success or failure for the parent brand.

**Text / Reference Books:**

<b>Author</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of publication</b>	<b>ISBN</b>	<b>Pages</b>
Kevin Lane Keller	Strategic Brand Management: Building, Measuring and Managing Brand Equity	Prentice Hall,	1998	978-0060851132	635
Jean-Noël Kapferer	The New Strategic Brand Management: Advanced Insights and Strategic Thinking (New Strategic Brand Management: Creating & Sustaining Brand Equity)	Kogan page	2012	978-0749465155	512
Richard H. Elliott, Richard Elliott, Larry Percy	Strategic Brand Management	Oxford University Press	2007	9783319504650	265
Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh	Consumer Behavior	Pearson publishers	2018	978-9353069834	704

## SPECIALIAZATION: FINANCE

**Course Title: Advance Corporate Finance**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I –Shareholders Value and Corporate Governance; Risk Analysis in Capital Budgeting</b>	<b>14</b>
Introduction; Financial Goals and Strategies, Shareholders Value Creation, Managerial Implications of Shareholders value, Balance Scorecard, Corporate Governance Practices Capital Budgeting – Introduction, Risk Analysis in Capital Budgeting – Nature & Types of Risks, Statistical Techniques for Risk Analysis, Conventional Techniques, Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Decision Tree for Sequential Investment Decisions	
<b>Unit II –Corporate Restructuring, Mergers and Acquisitions</b>	<b>13</b>
Introduction; Corporate Restructuring and Business Combinations; Types of Business Combinations; Mergers & acquisitions in India, Motives and Benefits of Mergers & Acquisition; Value Creation through M & A, Use of DCF (Discounted Cash Flows ) Approach in valuation under M & A; Financing a Merger; Merger Negotiations ; Significance of P/E Ratio and EPS analysis; Tender Offer and Hostile Take-Over; Corporate Strategy and Acquisitions; Accounting & Taxation aspects of Merger & Acquisitions; Leverage Buyouts; SEBI Guidelines for Takeovers.	
<b>Unit III: Derivatives for Managing Financial Risk</b>	<b>13</b>
Introduction to Derivatives; Derivatives and Risk Hedging; Risk Hedging with Options, Forward Contracts; Future Contracts, Swaps – Currency Swaps, Interest Rate Swaps, Uses of Derivatives.	
<b>Unit IV: International Financial Management</b>	<b>14</b>
Introduction to International Financial Management; The Foreign Exchange Market; International Parity Relationships; Foreign Exchange Risk and Hedging; International Capital investment Analysis; Political Risk of Foreign Investments; Financing International Operations. Foreign Exchange Risk Management. ADRs & GDRs – Introduction; International Foreign Exchange Markets: Meaning of	

International Foreign Exchange Market, FERA vs. FEMA, Scope and Significance of Foreign Exchange Markets, FDI vs. FPI.	
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**Course Learning Outcomes:** At the end of this course, the students will be able to develop basic understanding of fundamentals & concepts of security analysis and portfolio management.

- Develop the understanding of Shareholders Valuation, Corporate Governance & application of risk analysis tools in capital budgeting decisions.
- Application of conceptual framework Corporate Reconstruction, Business Combinations, Mergers & Acquisitions.
- Develop the understanding of Derivatives and its application in managing the Financial Risk.
- Evaluate recent trends of International Financial Management.

#### List of PSDA

- Performance Evaluation of any commercial bank for last 5 years.
- Comparative Study on Asset Liability Management in private v/s public sector banks.

#### Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
I M Pandey	Financial Management	Pearson Education	2021	9789390577255	1056
R P Rustagi	Financial Management	Tata- McGraw-Hill Education	2018	9388266390	1016
Ravi M Kishore	Financial Management	Taxmann	2020	9789389921748	1108
Dash A.P.	Mergers & Acquisition	Dreamtech Press	2020	9789389633641	272
Sudarshanam	Creating Value from Mergers & Acquisition	Pearson Education India	2015	9789332558663	812
Krishanmurti, Vishwanath	Mergers Acquisitions and Corporate	SAGE Publications	2018	9789352803491	468

	Restructuring	Pvt. Ltd			
Godbole, Prasad G.	Mergers Acquisitions and Corporate Restructuring	Vikas Publishing House	2013	9789325964556	432
P.G. Apte	International Financial Management	Tata McGraw Hill Education	2020	9789390113255	856
V.K. Bhalla	International Financial Management	S Chand	2014	9788121942911	1250

**Course Title: Banking and Financial Institutions**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

	<b>Lecture Hours</b>
<b>Unit I - Transformation of Indian Financial system</b>	<b>14</b>
Concept of Money, Type of Money, Process of capital formation, Financial System, Evolution of the Indian Financial System and its structure in India., Regulatory and Promotional Institutions - The Reserve Bank of India, The Securities and Exchange Board of India . Stock Exchanges in India: Objectives, Functions and Significance and its Working Financial Intermediaries - Commercial Banks, Insurance Companies, Mutual Funds and Development Banks. Development Banking Institutions: Viz. IDBI, IFCI, ICICI, IRBI, NABARD, SIDBI, ECGC and EXIM Bank -Objectives, Operations, Schemes of Financing, Investments Policy, Portfolio Management and Resource Mobilization Efforts	
<b>Unit II –Banking Regulations in India</b>	<b>13</b>
Conceptual Framework of Banking Structure in India. Provisions of Banking Regulation Act, RBI Act, Prudential norms – Narsimha committee recommendations, Basel I Basel II and Basel III norms on Capital Adequacy Ratio, Risk weighted assets. Payment & Settlement system – RTGS, IMPS, NEFT Performance Evaluation of Banks – Important Ratios. Types of banking: Retail banking, Wholesale banking, Universal banking, near banking, rural banking, cooperative banking,	
<b>Unit III: Banking Operations in India</b>	<b>14</b>
Functions of Commercial Bank, <b>Deposit</b> – Different types of deposits, Deposit Mobilisation; <b>Credit</b> - Principles of Lending, working capital and term loans, Financing SME, credit appraisal, credit monitoring and supervision, NPA management. Retail credit like housing, car, consumer, loan against property and personal loan, CIBIL. An overview of international banking, export & import financing. <b>Management of Funds in Commercial Banks</b> - Liquidity Management, Management of Capital Funds,	

Risk Management, Asset Liability Management. <b>Bancassurance</b> - concepts, critical issues, and functional aspects.	
<b>Unit IV: Recent Developments in Banking</b>	<b>13</b>
Recent trends in Banking Innovations, Banking Technology. Software : Finacle by Infosys, Finlite, SANCEZ. Transaction banking. Marketing of banking and other financial products ( insurance policies, mutual funds etc) by banks. Financial inclusion in India, business correspondents, Self-help groups, digital financial inclusion, NachiketMor Committee Recommendations, Microfinance. Direct Benefit transfer. Adhar Card Seedings KYC,AML,CFT and Banks' obligation under PMLA 2002	

**Course Learning Outcomes:** At the end of this course, the students will be able to develop basic understanding of fundamentals & concepts of security analysis and portfolio management.

- Develop a basic understanding of the Indian financial system, Banking, and financial institutions.
- Understand conceptual framework of Banking Regulations in India.
- Analyze the banking operations in India.
- Evaluate recent trends of financial technologies & services in banking.

#### List of PSDA

1. Performance Evaluation of any commercial bank for last 5 years.
2. Comparative Study on Asset Liability Management in private v/s public sector banks.

#### Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Machiraju	Indian Financial System	Vikas Publishing	2010	978-8125939818	474
Pathak, Bharti. V	Indian Financial System	Pearson Publications	2018	9789352864867	920
Seth M L	Money, Banking International Trade & Public Finance	Laxmi Narayan Aggarwal Publishers	2020	B08D2Z2RJX	-
Jhingan, M L	Money, Banking International Trade & Public Finance	Vrinda Publication	2013	978-8182813847	-
Gopinath	Banking Principles and Operations	Snow White	2017	978-9350392461	
Khan, M. Y	Indian Financial System	Tata Mcgraw Hill	2018	978-9353167301	1008

Varshney P.N. & Mittal D.K	Indian Financial System	Sultan Chand & Sons	2015	978-8180548246	-
Sasidharan	Financial Services and System	Tata Mcgraw Hill	2008	9780070668058	700
M.Y.Khan,	Financial Services	Tata McGraw-Hill	2019	9780070681996	912
Nalini PravaTripathy	Financial Services	PHI Learning	2007	978-8120332454	348
Bhole, L.M	Financial Institutions and Markets: Structure, Growth & Innovations	Tata Mcgraw Hill	2018	9780070080485	951
Natrajan, K, Gordon, E	Financial Markets & Services	Himalaya Publishing	2016	978-9352620043	496

**Course Title: International Finance**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit-1 Fundamentals of International Finance</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Introduction to International Finance: Meaning/Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance.</li> <li>• Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments.</li> <li>• International Monetary Systems: Evolution of International Monetary System, Gold Standard System, Bretton Woods System, Flexible Exchange Rate Regimes - 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed and Flexible Exchange Rate System.</li> <li>• Introduction to Exchange Rates: Foreign Bank Note Market, Spot Foreign Exchange Market Exchange Rate Quotations Direct and Indirect Rates, Cross Currency Rates, Spread and Spread %, Factors Affecting Exchange Rates</li> </ul>	
<b>Unit-2 - Foreign Exchange Markets, Exchange Rate Determination and Currency Derivatives</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions and Settlement Date, Exchange Rate Quotations and Arbitrage, Forward Quotations.</li> <li>• International Parity Relationships and Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity and Fisher's Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets and Interest Rates (Domestic</li> </ul>	

and Offshore Markets, Money Market Instruments).	
<ul style="list-style-type: none"> <li>• Currency and Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures and Futures Style Options), Futures Contracts, Markets and the Trading Process, Hedging and Speculation with Interest Rate Futures</li> </ul>	
<b>Unit-3- World Financial Markets and Institutions and Risks</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market, and Types of Euro Bonds.</li> <li>• International Equity Markets and Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk and Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts — ADR, GDR, IDR.</li> <li>• International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FERA vs. FEMA, Scope and Significance of Foreign Exchange Markets, FDI vs. FPI.</li> <li>• International Capital Budgeting: Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques — NPV</li> </ul>	
<b>Unit-4- Foreign Exchange Risk, Appraisal and Tax Management</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade and Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage and Speculation.</li> <li>• International Tax Environment: Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties Doing Business Internationally, Tax Havens, Tax Liabilities.</li> <li>• International Project Appraisal: Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal.</li> </ul>	

**Course Learning Outcomes:** On the successful completion of this module:

- Students will be able to understand the environment of international finance and its implications on international business.
- Students will be able to analyze the nature and functioning of foreign exchange markets, determination of exchange rates and their forecasting
- Students will be able to understand international foreign exchange markets and derivative markets.

**List of Professional Skill Development Activities (PSDA):**

1. Forecasting of Exchange rates through a regression model

2. A Study of Exchange Rate Volatility Models and their applications and limitations. Test with secondary data.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Alan C. Shapiro	Multinational Financial Management	Wiley Publication	2012	978-8126536931	792
T.W. McRae, David P. Walker	Foreign Exchange Management	Prentice Hall	1980	978-0133253573	304
Shapiro Alan C.	Multinational Financial Management	Wiley India Pvt. Ltd	2010	9788126516056	772
P.G. Apte	International Financial Management	Tata McGraw Hill Education	2006	978-0070610552	680
Madhu Vij	International Financial Management	Excel Books	2002	978-8174463487	570
V.K. Bhalla	International Financial Management	S Chand	2014	978-8121942911	1250

**SPECIALIAZATION: Human Resource**

**Course Title: Fundamentals of International Human Resource Management**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Internationalization of HRM</b>	<b>13</b>
<ul style="list-style-type: none"> <li>Introduction to IHRM Definition, reasons for going global, Features,elementsApproaches to IHRM, Difference between IHRM and Domestic</li> </ul>	

<p>HRM, Reasons for emergence of IHRM, Model of IHRM,</p> <ul style="list-style-type: none"> <li>• Internationalization of HRM, Domestic and International HRM,</li> <li>• Factors influencing the global work environment, expatriation-repatriation, Women Expatriates.</li> </ul>	
<b>Unit II: Strategic Human Resource Management</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Strategic HRM , Strategic IHRM, Integrating the business and HR strategies, Formulating HR strategy,</li> <li>• Relationship between International Strategy and SIHRM, International Transfer and repatriation strategies,</li> <li>• Problems of Repatriation, rewards in the international context, Global work-life management. IHRM challenges during and Post Pandemic</li> </ul>	
<b>Unit III: Cross Cultural Management</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Introduction to Culture - Key Concepts, Determinants of Cultural Identity, Cultural diversity,</li> <li>• Study the impact of culture on employee behavior and business operations, Culture Shock and ways to overcome it,</li> <li>• Frameworks for Mapping the Culture, Concept of Geert Hofstede value dimension framework,</li> <li>• Approaches to Understanding Cultural Diversity: Achieve global model, Halls and Halls cross cultural.</li> </ul>	
<b>Unit IV: International Recruitment, Training and Compensation Management in International Business</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Approaches of Recruitment: Ethnocentric, Poly-centric, Regio-centric, Geo-centric, advantages and disadvantages of different election methods, different approaches to multinational staffing decisions</li> <li>• Latest recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Global Staffing Practices,</li> <li>• Training Global executives, Pre departure Training, Diversity training, Repatriate training, international trends in Rewards and recognition of employees.</li> <li>• Compensation In international perspective, the frame work and practices in countries, key components of international compensation, Approaches to international compensation,</li> <li>• Global compensation: emerging issues. issue of double taxation, International Labour laws an overview, HRM Practices &amp; Emerging Trends. International workforce and International HRIS. Managing HR in virtual organization.</li> </ul>	

**Course Learning Outcomes:** By the end of the course students will be able to:

1. Understand and analyze various issues and practices pertaining to the major HRM functions within the context of multinational environment.
2. Identify and review the skills for recruiting and selecting staff for international assignments.
3. Apply theories and evaluate the same through assignments.

Demonstrate proficiency in the concept of international human resource management

**List of Professional Skill Development Activities (PSDA):**

- i. **Field Project** – In group of 3-4 students, study the culture of different countries. They will prepare a report and present it to the class.
- ii. **Design a training module-** They will design training programs for pre-departure and cross-cultural training.
- iii. **Project** – Student will do a comparison of two multinational companies who are based in different countries.

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Dowling, Peter	International Human Resource Management- Managing People In A Multinational Context	Thompson	2013	0324580347	368
Bhatia SK	International Human Resource Management-A Global Perspective	Deep & Deep Publications	2005	8176297011	584
Tony Edwards & Chris Rees	International Human Resource Management	Pearson	2008	129200410X	352
Monir H. Tayeb	International Human Resource Management: A Multinational Company Perspective	Oxford University Press	2005	B001G00BFS	258

**Course Title: Managerial Competencies and Career Development**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Introduction to Competencies</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Definition of Skills and Competencies, Meta-competencies, Agile Thinking,</li> <li>• Organizing the learning process for competency development, Reflection and competencies,</li> <li>• Assessment and Application of self-competencies.</li> </ul>	
<b>Unit II: Overview of Career Development Process</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Definitions and concepts, Historical perspective: Logical Positivism to Constructivism,</li> </ul>	

<ul style="list-style-type: none"> <li>• Definitions and Career Theories – CIP theories, Parson Theory, Roe's Formula,</li> <li>• Theories of Career Choice and Development.</li> </ul>	
<b>Unit III: Career Awareness &amp; Exploration; Career Satisfaction &amp; Transition</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Portfolio Skills, Career Decision Making, Career decision-making styles,</li> <li>• Problems in making decisions, Job-Seeking and Advancement.</li> <li>• Social Conditions Affecting Career Development, Cultural beliefs and attitudes about career decisions,</li> <li>• Evaluation job prospects based on labor market trends and personal preferences,</li> <li>• Career in Changing World, Career and Family Roles.</li> </ul>	
<b>Unit IV: Implementing a Strategic Career Plan</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• CASVE Cycle: Analysis, Synthesize, Valuing, Executing,</li> <li>• Career resilience, Optimism, Career resilience, optimism,</li> <li>• Job Search Strategy, Linking EQI and MBTI.</li> </ul>	

**Course Learning Outcomes:** On completion of the course students should be able to-

- Develop an understanding of the lifelong career development process. Students will identify where they are in their own personal career development process and become aware of the steps and tools necessary to help them make their career goals a reality.
- Identify personal interests, values, skills, and personality characteristics that will assist them with professional discernment and professional development throughout their lives. Students will also participate in an individual coaching session to assist with this process.
- Access possible career pathways through the collection and analysis of occupational information. Media used for data collection will include written material, Internet sites, and informational interviewing and/or observation.
- Analyze and evaluate the various job search methods, as well steps in the job application process. Students will learn job search strategies, draft a professional résumé and cover letter, and participate in a mock interview.

**List of Professional Skill Development Activities (PSDA):**

- Change the Role: Student will play the role of faculty/Staff for 1 hour to understand the task and responsibility of the associated role
- Students will undertake Holland Personality Test and will realize their areas of Proficiency and deficiency
- Students will create a document to understand and map their competencies and skills for making decisions related to career

- Students will research and give presentation on evaluating job prospects based on labor market trends and personal preferences,

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Robert C. Reardon, Janet G. Lenz, James P. Sampson, and Gary W. Peterson	Career Development & Planning: A Comprehensive Approach, 4th Edition	Kendall Hunt	2012	1465200061	314
Bolles, R.N.	What Color is Your Parachute? A Practical Manual for Job-Hunters and Career-Changers.	Ten Speed Press	2019	198485657X	320
Pollak, L.	Getting from college to career: Your essential guide to succeed in the real world.	Harper Collins	2012	0062069276	352

**Course Title: Leadership in Global Environment**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Introduction to Leadership</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Introduction to leadership and management: Defining and assessing leadership</li> <li>• Compare and contrast local and global leadership skills and characteristics</li> <li>• Researching, assessing and applying leadership theories/models of McGregor,</li> <li>• Situational Autocratic/Democratic/Laissez Faire or Approaches to leadership</li> <li>• Definitions of and perspectives on global leadership and management Leadership and Management in a Globalized World</li> <li>• Compare and contrast leadership ethics in different cultural settings</li> <li>• Modern face of our globalized world and leadership</li> <li>• Globalization Implications for Shifts in Leadership</li> </ul>	
<b>Unit II: Leadership Action, Attitude and Style</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• The EMERGE Solution to Wicked Challenges: Public</li> </ul>	

<p>Leadership for Sustainable Development</p> <ul style="list-style-type: none"> <li>• Values Integration for Professional and Personal Grounding</li> <li>• From Personal to Systems Mastery: The Leadership Role Profile</li> </ul>	
<b>Unit III: Leadership: The Team Dimension</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Analyzing leadership and teamwork, within a global context.</li> <li>• Team Concepts and Applications</li> <li>• Leadership and Followership: Examine the leadership skills and characteristics essential to effectively leading</li> <li>• Cross-cultural Awareness and Communications</li> </ul>	
<b>Unit IV: Leadership: The Organizational and Societal Context; Focus on Skills in Cross Cultural Leadership</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Inspirational Visioning: From Rhetoric to Empowerment and Action</li> <li>• Norming New Solutions, the Powers to Lead</li> <li>• Leadership and Smart Power</li> <li>• Releasing the Full Potential of Followers</li> <li>• Convening Coalitions for the Public Good</li> <li>• Exploring and analyzing the effects of culture and diversity</li> <li>• Application and Value of Leadership in Global and Multicultural Organizations</li> <li>• The Performance Learning Approach and Collective Individualism</li> <li>• Assessing and applying conflict management within a global context</li> <li>• Examine the causes of and solutions to cross-cultural conflict</li> <li>• <i>#Leadership Self-Assessment Quiz# Skill Building Exercise</i></li> </ul>	

**Course Learning Outcomes:** On completion of the course students should be able to-

- Understand the importance of different leadership styles to suit different managerial situations in global environment.
- Assess personal values, beliefs and ethical standards to enhance self-awareness about personal leadership behaviors.
- Apply leadership strategies for influencing people and changing organizations.
- Evaluate the role of Leaders in building effective organizations.

**List of Professional Skill Development Activities (PSDA):**

- i. International Leadership profiles / Biographies: To learn how leaders are trained to work in other cultures.
- ii. Project on Leadership lessons from Indian Mythology. Identifying different leadership styles, success and failures of leaders etc.
- iii. Watch following movies: Lawrence of Arabia; Hoosiers; 12 o'clock High; 9 to 5; The Memphis Belle; Saving Private Ryan. Preview the video and note points where the leadership abilities of the individual are demonstrated. Students to note leadership

dimensions, elements, or behaviors as they watch the selected clip. Discussion as to whether those are traits, behaviors, etc., and whether or not someone could be trained to duplicate them.

- iv. Men's & Women's Leadership Exercise: 1. Brainstorm stereotypes for leadership traits for men. Each small group is given 3 blue sticky labels to write 1 on each. 2. Brainstorm stereotypes for leadership traits for women. Each small group is given 3 white sticky labels to write 1 on each. 3. One person volunteers to be the "male" and one the "female". A representative of each group then goes up and places their male stickers on the "male" and female stickers on the "female" explaining what they meant. What you are left with is a pretty good split based on Task Roles (men) and Relationship Roles (women). Now look at the sticky labels and see which ones from the "female" you would want to move to the "male" and which ones from the "male" you would want to move to the "female." The point is not for men and women to be exactly the same in their leadership styles, but rather to identify that there are differences, but that a holistic leader is someone who has skills in both areas. 1. Bridge Building (30 minutes - student) 2. Debrief Bridge Building as a large group (10 minutes - Rick) • Ask people what Take/Relationship roles they played during the Bridge building. • What roles did they have as participants? What roles did leader take on? Explain Authoritarian, Democratic & Laissez-faire style - • What made a particular style most effective in this situation? • Which is best? (None, it depends on the situation and the needs of the group.) Think about doing this and then assigning men to take one several "female" roles and women to take on several "male" roles in ensuing activities.

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Christopher F. Achua and Robert N. Lussier	Effective Leadership	South-Western College Publishing	2012	9781111969769	576
Peter G. Northouse	Introduction to Leadership: Concepts and Practice	SAGE Publication	2009	1412916550	224
Uday Kumar Haldar	Leadership and Team Building	Oxford Press Publication	2008	0198062575	508

**Program structure for BBA (with Research) - 4 years – VIIthSemester**

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Advanced Quantitative Methods & Modelling	Core Course	4	-	-	4
2	Social Entrepreneurship	Core Course	4	-	-	4
3	Psychology of Work - AEC	Ability Enhancement	2	-	-	2
4	Financial Derivatives	SEC – Finance	3	-	-	3
5	Corporate Reporting & Contemporary Issues	SEC – Finance	3	-	-	3
6	Strategic Marketing	SEC – Marketing	3	-	-	3
7	Managing Customer Relationships	SEC – Marketing	3	-	-	3
8	Compensation & Reward Management	SEC – Human Resource	3	-	-	3
9	Performance Mgt. Systems	SEC – Human Resource	3	-	-	3
10	Industry Project	NTCC	6	-	-	6
11	Certification Course - I	Skill Enhancement	4	-	-	4
	<b>Total Credits</b>		<b>Min Required: 26</b>			<b>Semester Credits: 26</b>

**Course Title: Advanced Quantitative Methods & Modelling**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Introduction to SPSS</b>	<b>18</b>
Introduction to SPSS - SPSS Environment: data editor, output viewer, syntax editor – Data view window – SPSS Syntax – Data creation – Importing data – Variable types in SPSS and Defining variables – Creating a Codebook in SPSS	
<b>Unit II: Working with Data</b>	<b>18</b>
Computing Variables - Recoding (Transforming) Variables: Recoding Categorical String Variables using Automatic Recode - Rank Cases - Sorting Data - Grouping or Splitting Data.	
<b>Unit III: Exploring Data</b>	<b>18</b>
Descriptive Statistics for Continuous Variables - The Explore procedure - Frequencies Procedure – Descriptives - Compare Means - Frequencies for Categorical Data	
<b>Unit IV: Analysing Data</b>	<b>18</b>
Inferential Statistics for Association: Pearson Correlation, Chi-square Test of Independence – Inferential Statistics for Comparing Means: One Sample t Test, PairedSamples T Test, Independent Samples T Test, One-Way ANOVA..	

**Course Learning Outcomes:** On completion of course, students will be able to:

- identify different data types and develop a data dictionary as an essential component for data entry
- import data into SPSS from an Excel file and prepare data for reporting and/or analysis by cleaning, editing and modifying data
- apply some basic statistical concepts and conduct preliminary statistical analyses and interpret the results
- carry out inferential statistical analysis using SPSS and use SPSS output to produce scientifically sound research reports

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Brian C. Cronk	HOW TO USE SPSS - A Step-By-Step Guide to Analysis and Interpretation	Routledge	2017	9781138308534	178

Nancy L. Leech et. al	SPSS for Intermediate Statistics: Use and Interpretation	Lawrence Erlbaum Associates, Inc	2014	9781138801172	382
William E. Wagner	Using IBM SPSS statistics for research methods and social science statistics	SAGE Publications, Inc.	2014	9781483351285	168

**Course Title: Social Entrepreneurship**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

	<b>Lecture Hours</b>
<b>Unit I: Introduction to Social Enterprise</b>	<b>18</b>
Overview of social entrepreneurship, Individual as a social entrepreneur, challenges and future prospects of social entrepreneurship. Type of social enterprises, models of social enterprises, Support of corporate social responsibility activities for social enterprise.	
<b>Unit II: Understanding Environment , Mobilizing Resources and Creating Social Enterprise</b>	<b>18</b>
Idea generation for social enterprise, Need identification of product/service of social enterprise. Appraising the idea formation through feasibility analysis, Pitching the Idea, Social innovation and inclusion, Achieving social objectives with commercial ventures. Society and social problem as resource. Creating Business model and Writing Business Plan / Proposal, Source of capital for social enterprise. Different fundraising strategies and models including Crowdsourcing Platforms, Business Incubators & their role, Accelerator Programs	
<b>Unit III: Managing Growth and Performance</b>	<b>18</b>
Strategic framework analysis of social enterprise, Crafting alliances between non-profit business & government organizations, Different growth models, Social enterprise management and sustainability of social enterprise, Social audits. Skill development and enhancement. Market research for product/service of social enterprise.	
<b>Unit IV: Socio-Economic Impact of Social Enterprise</b>	<b>18</b>
Profiling Social Entrepreneurs with their Social ventures, Benefits and rewards of social enterprise, Impact of social enterprise on community and stakeholders. Case discussion Bangladesh Grameen Bank, Sulabh International, AMUL, Rangsit, Jaipur Rugs Foundation, Bandhan Bank, Gopij etc. Emerging trends & Role of Technology	

**Course Learning Outcomes:** By the end of this course, students will be able to

- To explain and describe who is a social entrepreneur and what all skills and methods required for social enterprise.
- To interpret the idea generation for social enterprise relating to the social need.

- To apply and evaluate business models and fundraising strategies for social enterprise.
- To analyze Socio Economic Impact of social enterprise on community and all the stakeholders for sustainable development

**List of Professional Skill Development Activities (PSDA):**

1. Identifying a Social Issue and curating a social impactful project on Education, climate change or entrepreneurship
2. Project on Developing Business Opportunity-Social innovation,
3. Project presentation and viva voce on Stakeholder Engagement

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
K.G. Karmakar	Microfinance in India	Sage Publications India	2013	978-0761936268	488
C.B Gupta & N.P Srinivasan	Entrepreneurial Development in India	Sultan Chand & Sons	2009	978-9351610434	245
Alex Nicholls	Social Entrepreneurship: New Models of Sustainable Social Change	OUP Oxford	2006	978-0199283873	476
Zoltan J. Acs	Entrepreneurship, Growth, and Public Policy	Cambridge University Press	2013	978-1107686533	358

**Journals:**

- Journal of Social Entrepreneurship Routledge
- Social enterprise journal, Emerald
- International Journal of Social Entrepreneurship and Innovation, Inderscience

**Course Title: Psychology of Work**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

	<b>Lecture Hours</b>
<b>Unit I: Introduction to I/O Psychology</b>	<b>9</b>
Introduction to I/O Psychology: Definition, Brief History, Contemporary Trends and Challenges	
<b>Unit II: Work Motivation</b>	<b>9</b>
Work Motivation: Theories and applications: Maslow, Herzberg, Goal Setting, Expectancy, Equity	
<b>Unit III: Communication in Organizations</b>	<b>9</b>
Communication in Organizations: Communication process, purpose of communication in organizations, barriers to effective communication, managing communication	
<b>Unit IV: Leadership</b>	<b>9</b>
Leadership: Early approaches to leadership, contemporary approaches to leadership. Transformational & Transactional Leadership	

**Course Learning Outcomes:**

- Understanding the meaning and theoretical foundations of I/O Psychology
- Knowing how to apply knowledge of I/O Psychology to the real work settings

**Text / Reference Books:**

<b>Author</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of publication</b>	<b>ISBN</b>
Greenberg, J. & Baron, R.A.	Behaviour in Organizations	Dorling Kindersley	2007	97810136090192
Robbins, S. P. & Judge, T.A.	Essentials of Organizational Behavior	Prentice Hall of India	2008	97810134523857
Steve Duck	Human Relationships-4 <sup>th</sup> Edition	SAGE Publications Ltd	2017	9781412929981

**SPECIALIZATION: FINANCE**

**Course Title: Financial Derivatives**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

<b>Course Contents:</b>	<b>Lecture Hours</b>
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<b>Unit I: Introduction to Derivatives</b>	<b>13</b>
<b>Basics of Derivatives:</b> Introduction, Meaning of derivatives, types, history, economic significance, Applications of derivatives, Derivatives as a risk management tool.	
<b>Unit II: Trading Futures on Stock Exchanges</b>	<b>14</b>
Forward contracts, Trading Futures- Pay-off of futures, Theoretical models for future pricing;	
<b>Unit III: Trading Options</b>	<b>14</b>
Option payouts, Option strategies, Determination of option prices, Factors affecting option prices, Futures and options trading system, Clearing and settlement - Clearing entities, Clearing mechanism, Settlement procedure, Risk management, Margining system.	
<b>Unit IV: Regulatory Framework and Accounting</b>	<b>13</b>
Securities Contracts (Regulation) Act, 1956, Securities and Exchange Board of India Act, 1992, Regulation for Derivatives trading, Adjustments for Corporate actions; Accounting for Futures, Accounting for options, Taxation of derivative transaction in securities, Recent Developments in derivatives market.	

**Course Learning Outcomes:** By the end of this course, students will be able to:

- Demonstrate a comprehensive knowledge of derivatives and options;
- Identify and utilise pricing models to value financial derivatives & options;
- Critically analyze trading/hedging strategies using futures contracts;
- Demonstrate a systematic understanding of the roles of arbitrage, speculation and hedging derivative financial markets, including the complexity and interactions inherent in these roles.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Vohra, N.D. and Bagri, B.R.	Futures and Options	Tata McGraw-Hill	2009	9780070483866	-
Hull C. John, Basu, Sankarshan	Options, Futures and Other Derivatives	Pearson Education	2018	978-9352866595	928
Bansal	Derivatives and Financial Innovations	Tata McGraw-Hill	2006	978-0070620827	-

L	T	P	<b>Total Credits</b>
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**Course Title: Corporate Reporting & Contemporary Issues**

3	0	0	3
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	Lecture Hours
<b>Unit I - Introduction to Corporate Reporting</b>	<b>14</b>
Corporate Reporting – Introduction, Evolution of Corporate Reporting, Qualitative Characteristics of Corporate Reports, Scope, Users, Regulatory Framework of Corporate Reporting, Content of Corporate Annual Reports, Mandatory and Voluntary Disclosure in Corporate Annual Reports. Financial and Non-Financial Reporting in Corporate Annual Reports. Accounting Standards – Introduction, Indian Accounting Standards (IndAS) & their Applications, Overview of International Accounting Standards; IFRS; Understanding US GAAP, Applications of IFRS and Indian GAAP – Inter Comparison.	
<b>Unit II –Content of Corporate Annual Reports</b>	<b>13</b>
Financial Statements, Notes to Accounts, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 – Introduction, Overview, Clause 49 Listing Agreements, List of Disclosure as per SEBI (LODR) Regulations 2015, Corporate Governance Report, Board of Directors Report, XBRL Reporting Language – Concept, Meaning, Features, Benefits, Users of XBRL, Current Status of XBRL in India & at International Level	
<b>Unit III: Developments in Corporate Reporting</b>	<b>14</b>
Value Added Statement – Introduction, Background, Gross Value added, Net Value added & its Computation and Need of preparing Value Added Statement; Economic Value Added (EVA) – Introduction, Cost of Capital, Computation of EVA, CAPM, Beta, equity Premium; Market Value Added (MVA) – Introduction, Relationship with EVA, Need, Benefits and Limitations of MVA ; Corporate Social Responsibility Reporting (CSR) – Introduction, overview, CSR Reporting as per Companies Act 2013, Need & Significance, Business Responsibility Reporting (BRR) – Introduction , Overview, Content of BRR as per SEBI (LODR), Nine Principles of BRR	
<b>Unit IV: Contemporary Issues in Corporate Reporting</b>	<b>13</b>
Sustainability Reporting – Introduction, Need, Evolution, Significance & Future Scope of Sustainability Reporting, GRI (Global Reporting Initiative) Sustainability Reporting Norms & Standards; Triple Bottom Line Reporting – Introduction, Concept, Benefits, Implementation of Triple Bottom Line Reporting; Integrated Reporting – Introduction, Overview, Integrated Reporting Conceptual Framework as per IIRC (International Integrated Reporting Council)	

**Course Learning Outcomes:** At the end of this course, the students will be able to develop basic understanding of fundamentals & concepts of financial management and its applicability in decision making.

- Understanding of the basics & conceptual framework Corporate Reporting Practices.
- Assessment of Content of Corporate Annual Reports as per regulatory Framework.
- Assessment of developments in Corporate Reporting Practices
- Analysis of contemporary issues in Corporate Reporting

**List of PSDAs**

- Study of Voluntary Disclosures in corporate annual reports by listed companies.
- Analyse the current status of Sustainability reporting practices in India.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Gupta R Sen	Current Issues in Corporate Reporting: Theory & Practices	Associated Publishers	2006	9788184290172	
Dey, Panda, Nanda	Corporate Reporting in India	Himalaya Publishing	2017	9789352730445	492
Asish K. Bhattacharyya	Corporate Financial Reporting and Analysis	PHI Learning	2018	9789387472990	468
Fernando, Murleedharan, Satheesh	Corporate Governance: Principles, Policies and Practices	Pearson Education	2018	9789353062668	696
Ben, Edwards	Sustainability: A Key Idea for Business and Society	Routledge	2021	9780367077020	164
Idowu, Baldo	Integrated Reporting: Antecedents and Perspectives for Organizations and Stakeholders (CSR, Sustainability, Ethics & Governance)	Springer	2018	9783030017187	393

**Course Title: Strategic Marketing**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

	<b>Lecture hours</b>
<b>Unit I: Introduction</b>	<b>14</b>
<b>Marketing as strategy:</b> <ul style="list-style-type: none"> <li>• Understanding new era organizations and the marketing environment today,</li> <li>• The role of market orientation, technological advances, global marketing imperative, marketing ethics &amp; social responsibility.</li> </ul> <b>Market opportunity recognition and evaluation:</b> <ul style="list-style-type: none"> <li>• Internal analysis,</li> <li>• External analysis,</li> <li>• The marketing information system,</li> <li>• Buyer behavior, Segmentation &amp; targeting.</li> </ul>	
<b>Unit II: Contemporary practices</b>	<b>14</b>
<b>Broader Concerns today:</b> <ul style="list-style-type: none"> <li>• Stake holder Concerns &amp; issues</li> <li>• Sustainable &amp; Green marketing</li> <li>• New paradigms for Organizations &amp; Consumers</li> </ul> <b>Products, Services &amp; Innovation:</b> <ul style="list-style-type: none"> <li>• Marketing's role in new product/new service development</li> <li>• Managing across the life cycle</li> <li>• Marketing channels and the marketing ecosystems</li> </ul>	
<b>Unit III: Marketing Planning and Execution</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Different approaches to planning for Marketing.</li> <li>• Forecasting &amp; Scenario planning</li> <li>• Marketing mix &amp; Resource allocation</li> <li>• Marketing communication – Multi channel integration</li> <li>• Pricing, Branding, Value driven Relationship</li> </ul>	
<b>Unit IV: New Challenges</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Marketing &amp; the creative industries</li> <li>• Marketing &amp; the new media</li> <li>• Marketing to the bottom of the pyramid</li> <li>• Frugal &amp; grass root Marketing</li> </ul>	

**Course Learning Outcomes:** On completion of this course students will be able to:

- Demonstrate a strategic, global and ethically informed understanding of the marketing management process, taking account of established and emerging practices in marketing
- Show critical awareness of the analytical processes used to evaluate market opportunities and propose appropriate marketing strategies to achieve competitive advantage in a variety of global and dynamic market contexts.
- Understand the activities and organisational structures, including networking and partnerships, required to implement, monitor and measure the performance of marketing strategies.

- Use evidence-based and data mining techniques to creatively segment and target markets as well as position products/ services against market needs and competitive offerings.

**List of Professional Skill Development Activities (PSDA):**

- Prepare a Strategic Marketing Plan (SMP) for an organisation of your choice. This could be for your own organisation or it could be for an organisation you are familiar with. You will complete the plan to a template comprising four sections which together make up a cohesive SMP. The four sections shall be Analysis of the current market scenario, Planning for 3/5/10 years, how to Implement the plan, and the likely Outcomes of the plan.
- **Assignment:** “How rapid technological changes are affecting consumers’ expectations, companies’ understanding of such expectations and design & delivery of services to the end consumers”. Prepare a report on this refereeing gaps model of service quality.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Ashok Ranchhod, Calin Gurau	Marketing Strategies: A Contemporary Approach	Pearson	2007	9780273706748	416
Nag	Strategic Marketing	Macmillan Publishers	2008	9780230636170	512
M. J. Xavier	Strategic Marketing: A Guide for Developing Sustainable Competitive Advantage	Response Books	1999	9788170367871	359
Roger A. Kerin, Robert Allen Peterson	Strategic Marketing Problems: Cases and Comments	Pearson	2010	9780132465496	708

**Course Title: Managing Customer Relationships**

L	T	P	Total Credits
3	0	0	3

	Lecture hours
<b>Unit I: Introduction and Significance of Customer Relationship Management</b>	<b>14</b>

<ul style="list-style-type: none"> <li>• Definition of CRM</li> <li>• Purpose and benefits of CRM, Cross Selling and Up-Selling</li> <li>• Types of CRM: CRM Model- IDIC Model, QCi Model, CRM Value Chain, Payne's Five Forces, Gartner Competency Model.</li> <li>• Relationship Building Strategies</li> <li>• Building Customer Relationship Management by Customer Retention Stages of Retention</li> <li>• Understanding Strategies to Prevent Defection and Recover Customers.</li> <li>• <b>CRM Process</b></li> <li>• Introduction and Objectives of a CRM Process,</li> <li>• 4C's (Elements) of CRM Process</li> </ul>	
<b>Unit II: Managing Customer Relationship</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Introduction (Pre-Industrial age, Industrial age, Service Economy age, Knowledge Economy Age), Key Principles of Relationship marketing,</li> <li>• Managing the customer as an asset;</li> <li>• Customer Touch points</li> <li>• Customer privacy</li> </ul>	
<b>Unit III: Managing different stages of CRM</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Customer Acquisition Strategies, Customer Retention Strategies</li> <li>• The add-on-selling, Customer Equity Customer Metrics</li> <li>• Customer loyalty Life time value</li> <li>• The value of measuring customer satisfaction, Conflicts and Customer Complaint Management.</li> </ul>	
<b>Unit IV: Issues and Challenges in Implementation of CRM and Emerging Trends</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• CRM Implementation Road Map, CRM Roadblocks (4P's),</li> <li>• Potential Rewards from CRM Implementation</li> <li>• Future of CRM.</li> <li>• ECRM, Conversational AI-Powered CRM, Integrating Data from Multiple Channels and handling big data, IoT in CRM for proactive, predictive and prescriptive customer service, Increase of Mobile CRM usage,</li> <li>• CRM Software Systems (CRM software such as Oracle Siebel CRM, SAP, Salesforce.com, Microsoft Dynamics CRM, and Sugar CRM) with Wearables, Social CRM, Cloud-based CRM, Hyper- individualization</li> </ul>	

**Course Learning Outcomes:** At the end of the course students will be able to:

- To define and explain the principles of CRM.
- To analyze and illustrate the impact of relationship marketing and CRM strategies.
- To evaluate the overall impact of CRM on business.
- To understand applications of technology in CRM

**List of Professional Skill Development Activities (PSDA):**

- **Industry Project Based on Primary Survey:** "Consumer satisfaction with regards to various service quality components for one particular service organization". Use SERVQUAL Scale, analyze the data, suggest relationship building measures to be undertaken by the organisation and prepare a report. Present the findings in the class.

- **Assignment:** “How rapid technological changes are affecting consumers’ expectations, companies’ understanding of such expectations and design & delivery of services to the end consumers”. Prepare a report on this refereeing gaps model of service quality and its impact on CRM and submit to the faculty.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
G. Shainesh & Jagdish Sheth	Corporate Social Responsibility Concepts and Cases: The Indian Experience	Excel Books	2005	9788174464491	534
William G. Zikmund, Raymond McLeod, Jr., Faye W. Gilbert	Customer Relationship Management: Integrating Marketing Strategy and Information Technology	Wiley	2003	9780471271376	179
Jagdish N. Sheth, Atul Parvatiyar, G. Shainesh	Customer Relationship Management: Emerging Concepts, Tools, and Applications	Tata McGraw	2001	9780070435049	544
Francis Buttle, Stan Maklan	Customer Relationship Management: Concepts and Technologies	Routledge	2019	9781138498259	444
Kristin L. Anderson, Carol J. Kerr	Customer Relationship Management	McGraw-Hill	2002	9780071379540	164
Evert Gummesso	Total Relationship	Routledge	2021	978041570368	392

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**SPECIALIZATION: HUMAN RESOURCE**

**Course Title: Compensation & Reward Management**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Foundation of Compensation Management</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Introduction to Pay Model, Defining Compensation, Concept of Wage, Economic Theory of Wages,</li> <li>• Strategic Perspectives of Compensation, Internal Alignment, Concept of Equity,</li> <li>• Job Evaluation and Methods of Job Evaluation, Hay Guide Chart</li> </ul>	
<b>Unit II: Designing Pay Level</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Defining External Competitiveness, Concept of Base Pay, Salary Progression,</li> <li>• Contextual Influences on Pay – Allowances: Legal and Unrestricted, Legal Compulsions in Compensation</li> <li>• Labor Laws Applicable to Compensation, Pay Commission, Wage Board and Wage Agreements.</li> </ul>	
<b>Unit III: Benefits and Social Security; Pay for Performance</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Defining Benefits, Mandatory Benefits, Benefit Determination Process,</li> <li>• Discretionary Benefits, Flexible work schedule, Employee Stock Option Plans,</li> <li>• Factors affecting the Benefit Package, Administration of Benefits and Services.</li> <li>• Individual Incentive – Merit Pay, Commission, Team / Group Incentives,</li> <li>• Gain sharing and Profit Sharing, Concept of Bonus.</li> </ul>	
<b>Unit IV: Total Salary Structure, Administration and Latest Trends</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Analyzing Salary Surveys, designing a Salary Structure, Ethics in Compensation,</li> <li>• Deductions, Severance Pay, Flexi and Customized Compensation,</li> <li>• Competency Based Compensation. Perspectives on Reward, Person focused Pay,</li> <li>• International Pay Systems, Metrics in Compensation,</li> <li>• Technology enablers in Compensation, Latest Trends in Compensation and benefits.</li> </ul>	

**Student Learning Outcomes :**By the end of this course the Students will able to

- Relate compensation management to behavioral theories and concepts and within the wider context of human resources management
- Describe the process and evaluate the implications of job evaluation

- Identify the internal and external environmental factors that have an impact on the pay structure of an organization
- Demonstrate an understanding of the process of designing a pay structure taking account of the company environment

**List of Professional Skill Development Activities (PSDA):**

- Create Individual/Group Incentive Plan for profiles in Product/Service sector.
- Designing Salary structure: Survey/Interview with industry practitioners.

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Milkovich, Newman, Venkata Ratnam.	Compensation	Tata Mc Graw Hill	2017	007015158 X	652
Martocchio Joseph	Strategic Compensation – A Human Resource Management Approach	Pearson	2018	933258483 4	408
Henderson, Richard	Compensation Management in a Knowledge-Based World	Prentice Hall	2007	813171110 2	704
Dessler G	Human Resource Management	Pearson Education, India	2005	013144097 7	725
Aswathappa. K	Human Resource Management- Text & Cases	Tata McGraw Hill	2017	935260543 8	928
Rao VSP	Human Resource Management. Text & Cases	Excel Books	2006	817446448 4	710

**Course Title: Performance Management Systems**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Introduction to Performance Management</b>	<b>13</b>
<ul style="list-style-type: none"> <li>Objectives of P A, Issues and Problems in P A, Job Description and PA, Job Analysis in P A Systems, Historical Review of PA,</li> <li>Research Findings in P A in India and abroad, Conceptual Approach to Performance Management,</li> <li>Determinants of Job Performance, Goal setting, KRA,KPIs, Components of Effective Performance Management,</li> <li>Performance planning- Theories of goal setting, Goal setting theory, Expectancy theory,</li> <li>Setting of performance criteria, process of setting performance criteria, Process of Performance Planning,</li> <li>Performance Management Cycle, Designing of Performance Management Systems.</li> <li>Case Discussion</li> </ul>	
<b>Unit II: Process of Performance Appraisal and Establishing MS</b>	<b>13</b>
<ul style="list-style-type: none"> <li>Components of Performance Management System, Performance planning, Ongoing support and coaching,</li> <li>Performance measurement and evaluation, Performance management and appraisal, Methods of Performance Appraisal, Appraisal Communication,</li> <li>Performance Review Discussion, RSDQ Model, Counseling, Identifying potential for development, Implications of Management Styles on P A, Implementation and Issues in Performance Management,</li> <li>Strategies and Challenges; Characteristics of effective performance metrics, Role of HR Professionals in performance management, Barriers to performance planning – Organizational &amp; Individual.</li> <li>Case Discussion</li> </ul>	
<b>Unit III: Introduction to Competency, Competency Management Framework</b>	<b>14</b>
<ul style="list-style-type: none"> <li>Introduction: Concept and definition of Role and Competency, Characteristics of competency, Core Competency, Competency versus competence, Performance versus Competency, Skills versus Competency, Behavior indicators, Types of competencies - Generic/Specific, Threshold/Performance ,and differentiating and technical, managerial and human.</li> <li>Competency framework - Development of Competency Framework, Lancaster Model of Managerial Competencies,</li> <li>Understanding job positions, Data collection instruments for job descriptions,</li> <li>Validation of the competency model after Data Gathering, Stages in design and implementation of competency model,</li> <li>Competency Dictionary, BEI for Competency Mapping.</li> </ul>	

<ul style="list-style-type: none"> <li>• Experiential Exercises I - Use of FIR OB to measure competency for Interpersonal Skills.</li> <li>• Case Discussion</li> </ul>	
<b>Unit IV: Development of Competency Maps, Integration of Competency based HRM and Emerging Trends in the field of Performance and Competency Management</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Steps in development of competencies map - Studying Job, Processes, and Environment, Studying attributes of Star Performers, Strategy Structure Congruence, Ensure non repetitive tasks in two different roles, Identifying Knowledge, Skills and Traits for each Job for creating Competitive Advantage, Creating Competency Map using Competency Matrix.</li> <li>• Competency based HRM - Using Competency maps for Competency profiling - Job competency profiling, Role competency profiling, Functional competency profiling, Competency based Selection, Competency based Interviews, Competency based Performance Management System, Competency based Training and Development, Competency driven Career Planning, Competency linked Remuneration</li> <li>• Experiential Exercises II-Competency Assessment–Assessment Centre Tools (In Basket Exercises, Role Plays, Competency Based Interviews (CBI) using Situation, Task Action, Result)STAR method.</li> <li>• Use of technology and e-PMS, Current Performance Management and Competency mapping practices in Indian organizations,</li> <li>• Relevance of Competency Mapping in different Sectors, Role of Artificial Intelligence in screening of Talent,</li> <li>• Competencies needed to work in Gig economy, Flexible and Virtual workforce, Role of Leadership in Competency Assessment for effective Talent Management.</li> <li>• Case Discussion</li> </ul>	

**Course Learning Outcomes:**

- Students would be able to understand the role of Performance and Competency Management in enhancing Professional Excellence.
- Students would also be able to apply the Competency based HRM systems in the organizations.
- Students would be able to create, analyze and evaluate the role of Psychometric Personal Profiling for Professional Excellence.
- The students would be able to create the Competency Maps for different Organization Profiles.

**List of Professional Skill Development Activities (PSDA):**

Student may pick up a profile or position of a company and analyze job description and conduct functional job analysis to create competency map of a profile.

**Text/Reference Books:**

<b>Author</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of publication</b>	<b>ISBN</b>	<b>Pages</b>
Armstrong, Michael and Berron, Angela	Performance Management and Development	Jaico Publishing House	2008	817992 8780	192
Murphy and Cleaveland	Performance Appraisal	Sage Publication	2018	150635 2928	424
Srinivas R. Kandula	Performance Management: Strategies, Interventions and Drivers	Prentice Hall of India	2006	812032 9880	328
Herman Aguinis	Performance Management	Pearson Education	2013	129202 4070	320
Aswathappa. K	Human Resource Management- Text & Cases	Tata McGraw Hill, New Delhi	2017	935260 5438	928
Rao VSP	Human Resource Management. Text & Cases	Excel Books	2006	817446 4484	710

**BBA (with Research) - 4 years – VIIIth Semester**

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Data Analytics for Business Mgt.	Core Course	4	-	-	4
2	Artificial Intelligence for Business & Society	Core Course	4	-	-	4
3	Emotional Intelligence & Managerial Effectiveness	Ability Enhancement	2	-	-	2
4	Financial Technology & Analytics	SEC – Finance	3	-	-	3
5	Corporate Tax Planning	SEC – Finance	3	-	-	3
6	International Marketing	SEC – Marketing	3	-	-	3
7	B2B Marketing	SEC – Marketing	3	-	-	3
8	Strategic Human Resource Management	SEC – Human Resource	3	-	-	3
9	Corporate Image Building	SEC – Human Resource	3	-	-	3
10	Dissertation	NTCC	6	-	-	6
11	Certification Course - II	Skill Enhancement	4	-	-	4
	<b>Total Credits</b>		<b>Min Required: 26</b>			<b>Semester Credits: 26</b>

**The student is required to choose Any 01 specialisation with 02 Courses (SEC) form the selected Specialisation in 7<sup>th</sup> and 8<sup>th</sup> Semester**

**Course Title: Data Analytics for Business Management**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Introduction</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Data &amp; Data Science</li> <li>• Data analytics and data Conclusion using MS-Excel</li> <li>• Classification of Analytics</li> <li>• Introduction of Big Data</li> <li>• 5V of Big data, Big data as Solution in current business</li> <li>• Traditional Business Intelligence versus Big data technology</li> <li>• Challenges for big data analytics</li> <li>• Data driven decision making.</li> </ul>	
<b>Unit II: Analytical Tools</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Descriptive Statistics and Inferential Statistics</li> <li>• Advanced Analytical Techniques</li> <li>• Data Cleansing &amp; Preparation</li> <li>• Data Summarization and Visualization</li> <li>• Machine learning Algorithms</li> <li>• Describe data using charts and basic statistical measures</li> <li>• Correlation</li> </ul>	
<b>Unit III: Predictive Analytics</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Simple Linear Regression</li> <li>• Coefficient of Determination</li> <li>• Residual Analysis</li> <li>• Confidence &amp; Prediction intervals</li> <li>• Multiple Linear Regression</li> <li>• Interpretation of Regression Coefficients</li> <li>• Heteroscedasticity</li> <li>• Multi-collinearity</li> </ul>	
<b>Unit IV: Getting started with R and Textual Data Analysis</b>	<b>18</b>
<ul style="list-style-type: none"> <li>• Introduction to R and R Studio</li> <li>• Basics of textual data analysis, Significance, application, and challenges</li> <li>• Methods and Techniques of textual analysis</li> <li>• Text Mining</li> <li>• Categorization</li> <li>• Entity Extraction</li> <li>• Sentiment Analysis</li> <li>• Deep Linguistics</li> <li>• Introduction to Textual Analysis using Python</li> </ul>	

**Course Learning Outcomes:** By the end of this course, students will be able to

- Demonstrate a sophisticated understanding of the concepts and methods; know the exact scopes and possible limitations of each method; and show capability of using data analytics skills to provide constructive guidance in decision making.
- Apply advanced techniques to conduct thorough and insightful analysis, and interpret the results correctly with detailed and useful information.
- Show substantial understanding of the real problems; conduct deep data analytics using correct methods; and draw reasonable conclusions with sufficient explanation and elaboration.
- Evaluate and Write an insightful and well-organized report for a real-world case study, including thoughtful and convincing details.

**List of Professional Skill Development Activities (PSDA):**

- Create Linear Regression Models using Excel; Interpretation of results. Applying tests for heteroscedasticity and multi-collinearity.
- Read datasets into R - Export data from R - Manipulate and Process Data in R - Use functions and packages in R. Demonstrate with a Case Study to perform basic analytics using R.
- Use Python for analyzing textual data; Data loading into Python; Pre-processing and Text Cleanup; Generating a TF-IDF (Term Frequency Inverse Document Frequency) Matrix; Data Clustering; Visualization & Reporting.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Michael Alexander, Jared Decker, Bernard Wehbe	Microsoft Business Intelligence Tools for Excel Analysts	Wiley	2014	9781118821527	384
U Dinesh Kumar	Business Analytics: The Science of Data - Driven Decision Making	Wiley	2021	9789354246197	648
Alan McKee	Textual Analysis: A Beginner's Guide	SLE Pound	2003	9780761949923	160
Bharti Motwani	Data Analytics with R	Wiley	2019	9788126576463	664
Foster Provost, Tom Fawcett	Data Science for Business	O'Reilly	2013	9781449361327	408

**Course Title: Artificial Intelligence for Business & Society**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
<b>Unit I: Introduction</b>	<b>18</b>
Artificial Intelligence: Concept, benefits, and scope. Differences between AI, Machine Learning (ML) and Deep Learning (DL) - AI applications, capabilities and competitive advantage; Industry drivers; AI strategy for the enterprise - Considerations for an AI strategy, AI & Startups. Internet of Things (IoT), Introduction to mobile computing and Cloud computing.	
<b>Unit II: AI led strategic interventions</b>	<b>18</b>
Algorithm: New member in the boardroom, Accelerated decision making with real time analytics, AI in operational models in an organisation, AI: future of AI in HR, Talent sciences, Algorithms & Talent Acquisitions (TA), AI & transformation in Finance & Accounting, CFO of tomorrow, Changing role of Chief Information Officer (CIO): Industry 4.0.	
<b>Unit III: AI in Banking, Insurance and Retail</b>	<b>18</b>
Redefined banking industry – adoption of Analytics, AI powered financial services, Fraud mitigation in banks with AI, Reorienting customer retention, Risk management with AI, AI driven transformation in Insurance, Digital based insurance model. AI interventions in Retail Outlets. Emergence of smart customers, ad content predictions, Evolution of smart retailers, Omni channel experience, AI in consumer packaged goods, Fluid supply chain transformation with AI. AI-Led marketing transformations, Data to Clusters - Ad content prediction - AI based Ad buy and CPC optimization, AI driven campaign management. AI for Sales: Data to Classes - Insides Sales Rep workflow automation - Improved Lead, Opportunity Ranking and Reminder.	
<b>Unit IV: Exponential Technologies</b>	<b>18</b>
Beating cyber-attacks with Analytics, AI in automotive industry: driverless cars and drones, IoT Analytics: extracting value and transforming business, Real time streaming analytics, Crypto-currency Analytics, AI for customer service-data to scores, AI for Portfolio Management, Chatbots, Call center rep automation.	

**Course Learning Outcomes:** On completion of the course students will be able to:

- Identify how the AI is being leveraged by start-ups as a success tool;
- Demonstrate the role of AI in transforming the retail sector;
- Analyze and interpret the applicability of AI in HR functions;
- Develop a case study on the success story of AI driven business processes.

**List of Professional Skill Development Activities (PSDA):**

- Identify a startup using AI and prepare a report on how it is leveraging AI for its business processes.
- Analyze, interpret, and present key learnings of case study titled Making the business case for AI in HR (Altemeyer, 2019).

- Identify a bank providing AI powered services and prepare a report on the facilities available for the customers through AI.
- The learners are divided into groups and each group to represent a retail brand. With the use of AI, the group has to showcase how it has brought transformation in the business and customer experience.

**Text / Reference Books:**

Author	Title	Publisher	Year of Publication	ISBN	Pages
RajendraAkerkar	Artificial Intelligence for Business	Springer	2019	9783319974354	81
Peter Norvig · Stuart J. Russell	Artificial Intelligence: A Modern Approach	Pearson Education	2015	9789332543515	1164
David Beyer	Artificial Intelligence and Machine Learning in Industry	O'Reilly Media, Inc.	2017	9781491959336	1324
Sameer Dhanrajani	AI and Analytics, Accelerating Business Decisions	Wiley	2018	9788126573035	384

**Course Title: Emotional Intelligence and Managerial Effectiveness**

L	T	P	Total Credits
2	0	0	2

	Lecture Hours
<b>Unit I: Introduction to Emotional Intelligence</b>	<b>9</b>
Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution Differences between emotional quotient and intelligent quotient	
<b>Unit II: Emotional Competencies</b>	<b>9</b>
The emotional competency framework- Self awareness, self regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventor	
<b>Unit III: Emotional literacy</b>	<b>9</b>
Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness),	

cognitive skills and behavioural skill	
<b>Unit IV: Emotional Intelligence at work place; Emotional Learning in organizations</b>	<b>9</b>
The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs	

**Course Learning Outcomes:** On completion of the course students should be able to-

- Understand the concepts and perceptive of emotional intelligence
- Apply the emotional competencies in their personal and professional life
- Analyze the relationship between emotional intelligence and managerial competencies.
- Evaluate the role of emotional intelligence and its effectiveness in the workplace

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Goleman Daniel	Working with emotional intelligence	Bantam Books	1998	0553104624	383
<a href="#">Cary Chernis</a>	The Emotionally Intelligent Workplace: How to Select For, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations	Jossey-Bass;	2011	9781118308790	386
Abad Ahmad, O P Chopra	Passion to Win	Excel Books	2004	8174463895	218
P.T. Joseph	The Nine Managerial styles of the Enneagram	Sage	2001	0761995676	376
Goleman Daniel	The new leaders-transforming the art of leadership into the science of results	Sphere	2003	9780751533811	416

**SPECIALIZATION: FINANCE**

**Course Title: Financial Technology & Analytics**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I:Introduction</b>	<b>14</b>

Evolution of technology in Financial Markets; FinTech for Entrepreneurs, Investors, Consumers; FinTech and the Transformation in Financial Services; The domains of FinTech; Fin Tech investments; FinTech Technologies; Business Models in Fin Tech. FinTech and Startups. Lending and Personal Finance; FinTech and the Online Lending Landscape - Rise of alternate finance, future of SME lending; Funding Ecosystem; Crowd-funding and business financing; payments and retail transactions; Digitization of Financial Services (Retail Banking & Corporate Banking).	
<b>Unit II: Digital Payments, Cryptocurrencies, and Blockchain</b>	<b>13</b>
igital Payments & Innovations; Cashless society; Developing Countries and DFS: The Story of Mobile Money; RTGS systems; Crypto-currencies and Blockchain – Understanding of Blockchain technology, its potential and application – overview of crypto currency, Legal and Regulatory Implications of Cryptocurrencies.	
<b>Unit III: FinTech in India</b>	<b>13</b>
FinTech in India: Opportunities and challenges; Role of FinTech in Financial Inclusion and Financial Integration; FinTech & Government Regulations; Implications of FinTech Developments for Banks and Bank Supervision; Social Implications of FinTech Transformation. Case studies on Airtel Payments Banks, ATOM, BHIM, BillDesk, Pay U, Zeta, PhonePe.	
<b>Unit IV: Analytics</b>	<b>14</b>
Artificial Intelligence and Machine Learning applications in Accounts and Finance; Understanding the technology enabling FinTech - and what constitutes a FinTech application; Future of AI in Robo-Advice; RPA (Overview of Robotic Process Automation) Issues of privacy management in the financial services environment; Data Analytics in Financial Services; Data Security, its overview Cybersecurity – Overview of cybersecurity industry's best practices and standards.	

**Course Learning Outcomes:** Learning outcomes of this course are –

- To Understand the different business models under Fin Tech industry;
- Discuss the contribution of mobile banking payment system in creating a cashless economy;
- Analyze the functioning of Crowd Funding, Cryptocurrency, AI, Big Data Robotic Process Automation, BlockChain;
- Evaluate the growth of Fin Tech industry in India and the relevance of various regulatory forms adopted by the government in this regard.

**List of Professional Skill Development Activities (PSDA):**

- Identify a FinTech startup, analyze, and present a report on its business model.
- Analyze and prepare a report on the functioning of online crowdfunding platforms in India

- Identify a FinTech involved in SME lending business and analyze how they are contributing to restructuring the SME lending landscape.
- Analyze and prepare a report on the role of Digital India Project in building a Cashless society and evaluate its achievements

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Ioannis Akkizidis, Manuel Stagars	Marketplace Lending, Financial Analysis, and the Future of Credit: Integration, Profitability, and Risk Management	Wiley	2016	9781119099161	344
Susanne Chishti, Janos Barberis	The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries	Wiley	2016	9781119218876	312
Peter H. Diamandis, Steven Kotler	The Future Is Faster Than You Think: How Converging Technologies Are Transforming Business, Industries, and Our Lives	Simon & Schuster	2020	9781982109660	384
Susanne Chishti, Tony Craddock	The PAYTECH Book: The Payment Technology Handbook for Investors, Entrepreneurs, and FinTech Visionaries	Wiley	2019	9781119551911	256

**Course Title: Corporate Tax Planning**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I - Assessment of Companies</b>	<b>14</b>
Tax Management, Tax Planning, Tax Evasion and Tax Avoidance; Residential Status of companies and incidence of tax ;Deductions available under Chapter VI–A and Section 10AA ;Carry forward and set off of losses ;Computation of Total Income of Companies ;Determination of tax Liability of Indian Companies ;Determination of tax Liability of Foreign Companies ;. Minimum alternative Tax	
<b>Unit II - Tax Planning regarding New Business; Special Provisions</b>	<b>14</b>
Tax planning Regarding New Business – Forms of Business organisation;tax factors affecting choice of form of organisation; Location of business; Nature of business; Special tax provisions for certain undertaking including deductions for infrastructure & Backward Areas; Tax incentives to SEZ undertaking and for export; Tax issues	

relating to Business Reconstructing	
<b>Unit III: Tax Planning &amp; Financial Decision Making</b>	<b>13</b>
Capital Structure Decisions, Dividend Policy, Inter-Company Dividend, Bonus Shares, Tax Planning and Management Decisions – Own or Lease, Sale of Assets of Scientific Research, Make or Buy, Repair, Replace, Renewal or Renovation, Shut Down or Continue, Transfer Pricing (Basic Concept) ;. Double tax avoidance agreements ; Deduction of Tax at Source; Provisions relating to Advance tax	
<b>Unit IV: Introduction of Goods and Service tax</b>	<b>13</b>
Levy and Collection of Tax, Scope of Supply ;Tax Liability on Composite and mixed Supply ;Levy and Collection ;Composition levy ;. Time and value of Supply of Goods and Services; Input Tax Credit;. Registration; Tax invoice, Debit and credit note ; Accounts and records ;Returns under GST ;Payment of tax and Refunds ;Job work and E commerce ;Introduction of GSTN	

**Course Learning Outcomes:** At the end of this course, the students will be able to develop basic understanding of fundamentals & concepts of security analysis and portfolio management.

- Develop a basic understanding of conceptual framework of corporate tax Assessment.
- Understanding of different ways of tax planning regarding New Business, Provisions for certain undertaking & Incentives to SEZ
- Assessment of Tax planning by Financial Decision Making, Transfer pricing, Double tax avoidance & understanding of provisions related to Advance tax.
- Understanding of conceptual framework of Goods & Services Tax.

**Text / Reference Books:**

Author	Title	Publisher	Year of Publication	ISBN	Pages
Dr. V.K.Singhania	Corporate Tax Planning & Management	Taxman Publication	2021	978-9391596989	516
H C Mehrotra, Goyal	Corporate Tax Planning & Management	Sahitya Bhawan Publication	2021	9789351730781	362
Dr. Girish Ahuja & Dr. Ravi Gupta	Simplified Approach to Corporate Tax Planning & Management	Commercial Law Publishers (India) Pvt. Ltd.	2021	978-9388696234	864
Kaushal Kumar Agrawal	Corporate Tax Planning	Atlantic Publishers and Distributors Pvt Ltd	2021	978-8126909186	372
Rajeev Puri & Puja Gaur	Corporate Tax Planning	Kalyani Publishers	2021	9789389713671	356
Mehrotra & Aggarwal	Goods & Services Tax	Sahitya Bhawan Publication	2021	978-93-86830-00-5	352

Taxmann	Taxmann's GST Acts with Rules & Forms	Taxmann	2021	978-9392211393	1072
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**SPECIALIZATION: MARKETING**

**Course Title: International Marketing**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: International Marketing: An introduction</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Scope and Significance of International Marketing,</li> <li>• The importance of international marketing,</li> <li>• Differences between international and domestic marketing</li> <li>• International environment,</li> <li>• International Social &amp; culture Environment,</li> <li>• The political, legal environment and regulatory environment of international marketing,</li> <li>• Technological Environment.</li> </ul>	
<b>Unit II: International Trade Theories &amp; Modes of Entry in International Business</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Theories of International Trade</li> <li>• Mercantilism,</li> <li>• Absolute Advantage Theory,</li> <li>• Comparative Advantage Theory,</li> <li>• Factor Endowment Theory,</li> <li>• H-O Theory,</li> <li>• Leontif Paradox,</li> <li>• Modes of International Entry:</li> <li>• Exports &amp; Imports,</li> <li>• Franchising, Licensing,</li> <li>• Joint Venture, Merger, Acquisition,</li> <li>• Turnkey Contracts,</li> <li>• FDI, FII</li> </ul>	
<b>Unit III: 4 P's in International Marketing</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• The international product and its life cycle,</li> <li>• Global product policy, Global branding and different positioning of the same brand in different countries</li> <li>• Intellectual property, Gray market,</li> <li>• Role of Services in global economy,</li> <li>• Media advertising, PR, Trade Fairs.</li> <li>• Key factors in global pricing &amp; methods, Pricing policies – Marginal cost, cost plus, Market oriented,</li> <li>• Export payment methods – L/C, Advance, DA/DP, FIBC,</li> <li>• Counter trade, Transfer price, Dumping &amp; legal aspects.</li> </ul>	

<ul style="list-style-type: none"> <li>• International Channels, Channel alternatives, Importance of Channel decision,</li> <li>• Factors influencing the Channel decision, Channel Selection decision,</li> <li>• International Retailing, Role of Logistics</li> </ul>	
<b>Unit IV: Regional Trading Blocks and International Marketing</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Globalization &amp; Multinational Corporations,</li> <li>• GATT, WTO,</li> <li>• Role of NAFTA, EFTA, ASEAN, SAARC, CARICOM, EU, BRICS, APEC in fostering international trade.</li> <li>• IMF, World Bank,</li> <li>• TRIPs, TRIMs,</li> <li>• FIEO, EXIM Bank,</li> <li>• Balance of Payments,</li> <li>• Recent trends in Global Marketing</li> </ul>	

**Course Learning Outcomes:** By the end of the course students will be able to-

- Identify and analyse the market opportunities across the globe to create new business opportunities
- Understand and assess an appropriate method to enter into the International markets
- Analyse and create an appropriate marketing mix program in international markets
- Evaluate and apply various e-marketing strategies for International Markets

**List of Professional Skill Development Activities (PSDA):**

- Define and evaluate the international marketing environment factors essential for an Indian company of your choice to enter into an International market to enhance their market share.
- Design a product for International Market. Investigate standardization/ adaptation needed in the marketing mixes with regard to International consumers.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Warren J. Keegan, Mark C. Green	Global Marketing	Pearson Prentice Hall	2014	978-0133545005	608
SvendHollensen	Global Marketing	Pearson Education	2020	978-1292251806	808
Varshney R.L., Bhattacharya B.	International Marketing Management	Sultan Chand And Sons	2015	978-9351610175	670

Warren J. Keegan	Global Marketing Management	Pearson Education	2017	978-9332584327	560
Phillip R. Cateora, R. Bruce Money, Mary C. Gilly, John L. Graham	International Marketing	McGraw-Hill	2019	978-9389538243	720

**Course Title: B2B Marketing**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Total Credits</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

	<b>Lecture Hours</b>
<b>Unit I: Introduction to B2B Marketing</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Business marketing,</li> <li>• Basic differences between B2B and B2C marketing,</li> <li>• Business market customers,</li> <li>• Characteristics of business markets,</li> <li>• Organizational buying and buying behavior,</li> <li>• Strategic role of marketing,</li> <li>• Overview of Business-to-Business Markets- Changing Trends,</li> <li>• Models of Business buyer behavior,</li> <li>• Total Quality Management,</li> <li>• Managing Vendors,</li> <li>• Classification of markets; B2B and e-commerce</li> </ul>	
<b>Unit II: 4P's of B2B Marketing</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Product Decision and Strategies,</li> <li>• Industrial product strategy, Technology adoption,</li> <li>• Building B2B brands, Holistic brand management,</li> <li>• Business Pricing Decision, Pricing process, Competitive bidding, Pricing of new products,</li> <li>• Distribution Decisions and Supply Chain Management,</li> <li>• Business marketing channels and participants,</li> <li>• Channel design and management decisions,</li> <li>• E-commerce for business marketing channels,</li> <li>• Market logistics decisions, B2B logistics management,</li> <li>• B2B Advertising , Digital marketing, Trade shows, exhibitions, business meets,</li> <li>• Managing the sales force -Managing the sales force &amp; Deployment analysis, Business marketing communication</li> </ul>	
<b>Unit III: CRM and B2B Marketing</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Consumer Behavior in B-2-B scenario,</li> <li>• Customer Relationship Management and B-2-B, Types of relationships,</li> <li>• Managing Buyer-Seller relationship,</li> <li>• Acquiring the right customers, Crafting the right value proposition,</li> <li>• Motivating employees,</li> <li>• Relationship marketing and CRM, Customer Value Management,</li> <li>• Understanding the customer experience, Delivering effective customer solutions,</li> <li>• Pre and post sales service</li> </ul>	
<b>Unit IV: Strategic B-2-B marketing and Segmentation in B2B space</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• B2B Marketing strategies for Global Markets,</li> </ul>	

<ul style="list-style-type: none"> <li>• Market access strategies, Resource Access,</li> <li>• Outsourcing and its effect on customer satisfaction, Local adaptation Vs Standardization,</li> <li>• Global Market Entry options: Exporting, contracting, strategic global alliance, JVs,</li> <li>• Segmenting the business market and estimating the demand,</li> <li>• Requirements and benefits of segmentation, Segmentation process,</li> <li>• Choosing market segments, Implementing a segmentation strategy,</li> <li>• Estimating segment demand, Methods for forecasting demand,</li> <li>• Ethical issues in Business markets, \</li> <li>• Contemporary issues in Business Markets</li> </ul>	
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**Course Learning Outcomes:** By the end of the course students will be able to-

- Understand competitive realities of organizational buying, cross-functional decision-making process
- Assess the marketing mix for a company in business markets
- Apply various marketing tools to the strategic marketing problems faced by managers in Business-to-Business marketing.
- Evaluate the complexities of new technologies pertaining to B2B Markets and its impact on emerging realities of B2B e-Commerce.

**List of Professional Skill Development Activities (PSDA):**

- Students need to formulate a detailed report on the changing trends in B2B marketing in Indian market.
- Students need to submit a report on the sales strategies adopted by a Leading Bank to sell a financial product to the complete working staff of a Leading Telecom Company in India.

**Text / Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
K.Venkataraman	B2B Marketing	Notion Press	2017	978-1946983374	378
Uwe G. Seebacher	B2B Marketing: A Guidebook for the Classroom to the Boardroom	Springer	2021	978-3030542917	230
Krishna K. Havaladar , Shailendra Dasari	B2B Marketing: Text and Cases	McGraw Hill	2021	978-9390185597	578

Steve Minett	B2B Marketing: A Radically Different Approach for Business- To-Business Marketers	Financial Times Management	2001	978- 0273654254	256
Michael D Hutt, Thomas W Speh	Business Marketing Management: B2B	Wadsworth Publishing Co Inc	2012	978- 1133189565	428

**SPECIALIZATION: HUMAN RESOURCE**

**Course Title: Strategic Human Resource Management**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: The Concept of Strategic Human Resource Management (SHRM)</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• The Concept of Strategic Human Resource Management (SHRM), Strategic HRM Defined, The evolutionary stages of Strategic HRM, Objectives of SHRM, An Investment Perspective of HRM,</li> <li>• Competencies of HR Professional in a SHRM Scenario,</li> <li>• Emerging Issues in SHRM, HRM Environment, The Evolving Strategic Role of HR</li> </ul>	
<b>Unit II: Models of SHRM</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• Value proposition through HR, General models- The Best practice approach, Best fit approach and The Universalistic, Contingency and Configurational approaches, The Resource based Strategic HRM,</li> <li>• Resource based models- The high-performance management, High commitment management and High- involvement management.</li> <li>• Human Capital Management Defined, The Concept of Human Capital, Intellectual Capital, Social Capital and Organizational Capital, Human Capital Measurement and Approaches to Measurement.</li> </ul>	
<b>Unit III: Strategic HRM in Action</b>	<b>14</b>
<ul style="list-style-type: none"> <li>• HR Strategy defined, Purpose, Types of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Strategy formulation propositions, key concept and process issues,</li> <li>• Implementing HR Strategy, SHRM: Aligning HR with Corporate Strategy, Integrating the Business</li> <li>• strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM,</li> <li>• Corporate Ethics, Values and SHRM</li> </ul>	
<b>Unit IV: Impact of HRM on Business Performance</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• The strategic impact of Human Resource Practices, Human Resource Evaluation - Definition and</li> <li>• Overview, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR</li> <li>• Evaluations, New Trends for Evaluating the Effectiveness of SHRM</li> </ul>	

**Course Learning Outcomes:** On completion of the course students should be able to-

- Understand the concept and implication of Strategic HRM. Distinguish the strategic approach to human resources from the traditional functional approach.
- Synthesize and apply the relationship of HR strategy with overall corporate and business strategy.
- Analyze the strategic role of specific HR systems, current issues and future trends.

- Evaluate and interpret the impact of SHRM on business performance.

**List of Professional Skill Development Activities (PSDA):**

- Students shall apply theories about Strategic Human Resource Management to a work place of their interest. The project report will review the extent to which the human resource management strategies of the organisation are aligned with expectations of key stakeholders and conditions in the sector in which the organisation operates. Student shall demonstrate ability to use secondary sources of information to describe the strategies and context of the organisation, and demonstrate the new knowledge of HR strategy by analysing the level of alignment. They can also interview the senior managers of the organization to prepare the project report
- Students shall be given one contemporary case study as part of module 4 to solve and submit. They will be evaluated on the critical thinking, problem solving and decision-making skills.
- Students shall prepare a group assignment on Approaches to HR evaluation followed in an organization with a presentation docket for the same.

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Gary Rees, Paul Smith	Strategic Human Resource Management: An international perspective	Sage Publications	2014	1446255867	576
John Storey, Dave Ulrich, Patrick M. Wright	Strategic Human Resource Management: A Research Overview	Routledge	2019	1138591998	118
Mello Jeffrey A.,	Strategic Human Resource Management	Thompson Press	2018	1285426797	696
Agarawala Tanuja	Strategic Human Resource Management	Oxford University Press	2007	9780195683592	816

Armstrong Michael	Strategic Human Resource Management: Strategy and Action	Kogan Page	2007	81755434 85	540
Boxall, P., Purcell, J.	Strategy and Human Resource Management	Palgrave	2008	97814039 92109	351

**Course Title: Corporate Image Building**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
<b>Unit I: Understanding Corporate Image and Corporate Reputation</b>	<b>13</b>
Introduction: Meaning & Concept of Corporate Image and Reputation, Components of Image and Reputation, Developing the rationale for managing corporate reputation, Identifying forces that affect corporate reputation, The organizational Identity Dynamics model Scope of Balancing organization identity for all stakeholders	
<b>Unit II: Dimensions of Corporate Image</b>	<b>13</b>
Organization Culture, Strategy: Mission, Values etc., Organization Structure, Systems, Processes, Visual Identity, Systems, Measuring, The Vision-Culture-Image Alignment model, Communication Culture, Measurement of Reputation, Brand Value Chain Model, Reputation Track Model	
<b>Unit III: Managing and Enhancing Corporate Image; HR Practices and Role of Employer Branding</b>	<b>14</b>
Understanding Service Quality, SERVQUAL Model, Managing Corporate Image as organization grows, Stages of corporate image growth, Greiners growth stages model, Third wave corporate branding model, Developing Corporate Brands, Managing dilemmas of Corporate Image building. Concept and role of employer branding, Relevance of employer branding on talent hiring and retention, Difference between corporate and employer branding, Employee branding concept and techniques, Role of HR on Corporate Image, Building Image by Branding HR Practices	
<b>Unit IV: Ethics and CSR in Corporate Image; Latest Development Trends and Practices</b>	<b>14</b>
Corporate Citizenship and role of CSR, Ethics and CSR in, Application and Impact of ethics in organizational branding, Managing Crisis	

Communication, Corporate Behavior, Rumors, grapevine and Propaganda, Branding of Non Profit and Nongovernment Organizations, Concept and calculation of Brand Equity, Balmer's Affinity Audit

Emerging Trends in Corporate Communication & Corporate Advertising, Building image by branding, Integrated corporate communication, Relevance and impact of press releases in promoting organizations image, Event management and brand promotion activities, Role of Advertising, Media Planning and strategy, Impact of social media, Case Studies on role of social media

**Course Learning Outcomes:** On completion of the course students should be able to-

- Understand the concepts critical to building positive corporate Image
- Apply the strategies for employer branding
- Analyze the actionable outcomes of public relations on corporate image and the role of ethics and CSR on corporate image building.
- Evaluate various models which help in building corporate reputation and examine the use of social media in projecting the right corporate image.

**Text/Reference Books:**

Author	Title	Publisher	Year of publication	ISBN	Pages
Charles Fombrun	Reputation; realizing value from the Corporate Image,	HBR Press	1996	0875846335	456
Mary Jo Hatch & Majken Schultz	Taking Brand Initiative	Jossey-Bass	2008	0787998303	288
Ronald Alsop	The 18 Immutable Laws of Corporate Reputation	Free Press	2013	1476757615	320
Davies Gary	Corporate Reputation	Routledge	2002	041528743X	288