

BBA – 3 Continent - 3 years (1st 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	Principles of Organizational Behaviour	Core Course	4	-	-	4
5	Principles of Marketing Management	Core Course	4	-	-	4
6	Communication Skills - I	Value Added Course	1	-	-	1
7	Understanding Self for Effectiveness	Value Added Course	1	-	-	1
8	Foreign Business Language	Value Added Course	1	-	-	1
9	Environment Studies	Ability Enhancement Course	2	-	-	2
10	Punjabi/History & Culture of Punjab	Ability Enhancement Course	1	-	-	1
Total Credits			Min Required: 26			Semester Credits: 26

CBA105: Accounting Fundamentals

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

	Teaching Hours
Unit I: Introduction to Financial Accounting	18
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. Understanding of Accounting equation. Accounting Cycle including recording of transactions, journalizing, ledger posting, preparation of Trial Balance. Types of errors and effect of errors on the Trial Balance.	
Unit II: Preparation & Analysis of Financial Statements	18
Understanding and Preparation of Financial Statements (Schedule III) along with adjustments and numerical on the same. Introduction, objectives of financial statement analysis, Techniques-Ratio analysis, Common-Size statements, Comparative analysis with numerical on the same, Trend Analysis. Limitations of financial statement analysis. Purpose, use and structure of the Statement of Cash Flows, Preparation of the statement of cash flows as per AS-3. Reporting cash flows and interpreting the statement of cash flows with numerical on the same	
Unit III: Company Accounts & Amalgamation, Absorption and Reconstruction of Companies	18
Company Accounts: Introduction to shares, characteristics and types of shares Preference Shares and its classification; Accounting for debentures: Classification of Debentures. Differentiate Debentures from shares. Amalgamation Absorption and Reconstruction of Companies: Determining purchase consideration. Numerical on accounting treatment of amalgamation, absorption, Difference between internal and external reconstruction. Understanding on intercompany holdings. (No numerical)	
Unit IV: IT Application in Accountancy, Ethics in Accounting and Business & Contemporary Issues in Accounting	18

<p>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.</p> <p>Ethics in Accounting and Business: Fundamental principles of ethical behavior, role of regulatory and professional bodies in the accountancy profession, corporate codes of ethics, ethical conflicts and dilemmas.</p> <p>Contemporary Issues in Accounting & Reporting: Human Resource Accounting, Price Level Accounting, Social Accounting, Green Accounting, Corporate Social Responsibility (CSR) Reporting , Sustainability Reporting, Integrated Reporting</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 processes, concepts and fundamental principles in preparation of Financial Statements.
- Understanding of tools & techniques of Financial Statements Analysis.
- Development of skills to use concepts of company accounts for managerial decision making.
- Development of IT skills, understanding of role of Ethics in Accounting Practices and contemporary Issues in accounting

List of Professional Skill Development Activities (PSDA)

- Financial Performance Analysis of Selected Companies.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Maheshwari S.N. Maheshwari CA Sharad. K& Maheshwari, Dr Suneel K	Financial Accounting	Vikas Publishing House	2018	978935 271853 5	102 4
White Sondhi Fried	Analysis and Use of Financial Statements	Wiley India Pvt. Limited	2003	978-0471375944	784
Zimmerman J L	Accounting for Decision Making & Control	Tata-McGraw-Hill Education	2011	9780071289641	608
Davies ,Crawford	Business Accounting and Finance	Tata-McGraw-Hill Education	2011	978-0273723127	800

Lal, Jawahar and Seema Srivastava	Financial Accounting	Himalaya Publishing House	2014	812192 3069	814
Maheshwari S.N. Maheshwari CA Sharad. K& Maheshwari, Dr Suneel K	Advanced Accountancy – Vol 1	Vikas Publishing House	2018	932598 0673	136 0
Maheshwari S.N. Maheshwari CA Sharad. K& Maheshwari, Dr Suneel K	Advanced Accountancy – Vol 2	Vikas Publishing House	2018	935271 8577	143 2
Jain & Narang	Advanced Accountancy - Principal of Accounting - Vol 1	Kalyani Publishers	2017	978932 729608 2	
Jain & Narang	Advanced Accountancy - Corporate Accounting Vol 2	Kalyani Publishers	2017	932727 0754	
Rajesh Chheda	Learn Tally. ERP9	Ane Books	2018	978938 676161 3	350
Rasananda Mohanty, Sanjay Kumar Satapathy	Computer Applications in Business accounting	Himalaya Publishing House	2016	978- 935202 1413	264
Hanif, Mukharjee	Corporate Accounting	Tata- McGraw-Hill Education	2017	978935 260556 9	144 0
Sanjeeb Kumar Dey, Abhay Kumar Panda, Ch. Sudipta Kishore Nanda	Corporate Reporting In India	Himalaya Publishing House	2017	978-93- 5273- 052-0	484

CBA106: Computers for Managers

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

	Teaching Hours
Unit-1 World of Computers	18
Introduction to world of Computers, Basic Structure of Computer System, Computers in Home (Reference, Education & Communications, Entertainment an 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.	
Unit-2- Computer Networks and Internet Technology	18
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.	
Unit-3- Database Management System	18
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.	
Unit-4-Application of IT in Business and Future Trends in Technology	18
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	ISBN	Pages
--------	-------	-----------	---------	------	-------

			publication		
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
Unit I: Introduction	18
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.	
Unit II: Elasticity of Demand and Supply, Demand Forecasting and Utility analysis	18
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.	
Unit III: Production and cost analysis	18
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.	
Unit IV- Market structures; Introduction to Macro Economics	18

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 and 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 publication	ISBN	Pages
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- 933251832 2	390
----------------------	--	----------------------	------	------------------------	-----

HRD101: Principles of Organizational Behavior

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

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

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 & Wehrich Heinz	Essentials of Management	Mc Graw Hill India	2015	978-93-392-2286-4	496
Chandrani Singh & Aditi Khatri	Principles and Practice of Management And 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 th Edition)	McGraw Hill Education	2017	978-9352605354	349
G. Gnanasekaran, S. Radha, P. Pandian	Principles of Management	Charulatha Publications Private Limited	2019	9789389736229	165

MKT101: Principles of Marketing Management

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

	Teaching Hours
Unit I: Introduction to Marketing	12
<ul style="list-style-type: none"> • Meaning of marketing Core concepts of marketing • Evolution of Marketing • Marketing Management philosophies, viz., production concept, product concept, selling concept & marketing concept • Introduction to Marketing Mix Elements • The newer definitions of marketing- Societal Marketing and Relationship Marketing. • Role of Marketing in the changing business environment • Value Chain: Concepts & Elements • Delivering Customer Value • Customer Satisfaction & Customer Delight 	
Unit II: Marketing Environment, Competitive Planning, and Segmentation-Targeting-Positioning	18
<ul style="list-style-type: none"> • Internal and External Marketing Environment Analysis • Introduction to Marketing Information System and Marketing Research • SWOT Analysis • Intensive growth strategies • Marketing process • Marketing Plan. • Responding to the changing Marketing Environment • Concept of Market Segmentation • Bases for segmenting-Consumer and Business markets, • Approaches for Targeting, • Differentiation and Positioning 	
Unit III: Consumer Buying Behaviour	15
<ul style="list-style-type: none"> • Buying Behavior for Consumer & Industrial Markets <ul style="list-style-type: none"> ○ Various Buying Roles ○ Types of Buying Situations ○ Buying Decision Process • Factors Affecting Consumer Buyer Behavior • Consumer Adoption Process • Diffusion of Innovation and • Differences in Innovativeness 	

Unit IV: Emerging Areas in Marketing	15
<ul style="list-style-type: none"> • E-marketing, • Kiosk marketing, • Tele marketing • Multi level marketing • Concept of Green marketing • Experiential Marketing, • Emerging technological trends in marketing • Digital Media Marketing and its role, • e-Word of Mouth, • Role of Social Media marketing 	

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 the concepts of marketing management & the tools used by marketing managers in decision situations.
- 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 tools in developing marketing mix & evaluate the impact of emerging areas of marketing.

List of Professional Skill Development Activities (PSDA):

1. Make a brief report on how a company used Marketing Information System or Marketing Research to generate useful insights about its marketing environment and consumers.
2. Attempt to build the STP for the given product category by using appropriate market segmentation bases and define the positioning for the targeted segment.
3. Study the relevance of emerging marketing practices like green marketing/digital marketing/experiential marketing etc. as practiced by a company and present your findings in case study format.

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	9789332595676	724

				6	
Biplab S. Bose	Marketing Management	Himalaya Publishing	2014	9788 1848 8300 8	792
Paul Baines, Chris Fill, Sara Rosengren, and Paolo Antonetti	Marketing	Oxford University Press	2019	9780 1988 0999 9	776

Course Title: Communication Skills—I

L	T	P/S	Total Credit Units
1	0	0	1

Course Contents/syllabus:	Lecture Hours
Unit I: Basic Concepts in Communication	5
Definition of communication, Nature and process of communication, role and purpose of communication, types and channels of communication, communication networks/flow of communication: vertical, diagonal, horizontal, barriers to communication: physical, language, and semantic, socio-psychological, organizational, gateway to effective communication, towards communicative competence, choosing the appropriate channel and medium of communication, social communication: small talk and building rapport, barriers in communication.	
Unit II: Communication Types	4
Verbal communication: Oral Communication: Forms, Advantages & Disadvantages, Written Communication: Forms, Advantages & Disadvantages, Introduction of Communication Skills (Listening, Speaking, Reading, Writing), Nonverbal communication: functions and effective use, KOPPACT(Kinesics, Oculesics, Proxemics, Para-language, Artifacts, Chronemics, Tactilics). The implication of appropriate communication; effective ways of using social media, importance of digital literacy.	
Unit III: Reading and Writing Skills	4
Significance of reading; Reading Comprehension, gathering ideas from a given text, identify the main purpose and context of the text, evaluating the ideas, interpretation of the text, Paragraph development; essay writing.	
Unit IV: Speaking and Presentation Skills	5
Speaking skills: fluency, vocabulary, grammar, and pronunciation; effective speaking: selection of words, your voice, and non-verbal communication, functions of speaking: interaction, transaction, and performance; structuring the message; effective speaking strategies. Planning, preparation, practice, and performance; audience analysis, audio-visual aids, analyzing the non-verbal communication, methods of delivery: impromptu, extemporaneous, memorization, manuscript, and outlining.	

Course Learning Outcomes:

Students will be able to understand the basic processes of communication, both verbal as well as non-verbal—nature, scope, and power of communication processes.

- Students will be able to demonstrate cultural sensitivity in communication and appreciation of cultural variations of diverse socio-cultural contexts.

- Students will be able to develop an awareness of the role of mass media in shaping public psyche, beliefs, and perceptions about social realities and build an informed and critical perspective.
- Students will be able to analyze situations and audiences to make right choices about the most effective and efficient ways to communicate and deliver messages.
- Students will be able to assess various barriers in communication and develop communicative competence thereby for effective communication.

Texts & References:

Author	Title	Publisher	Year of publication	ISBN	Pages
P. D. Chaturvedi and Mukesh Chaturvedi	<i>Business Communication: Concepts, Cases and Applications</i>	Pearson Education	2006	9788131701720	516
Meenakshi Raman and Prakash Singh	<i>Business Communication</i>	Oxford University Press	2012	9780198077053	650
Jeff Butterfield	<i>Soft Skills for Everyone</i>	Cengage Learning	2017	9789353501051	628

Understanding Self for Effectiveness

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Unit I: Self: Core Competency	4
Understanding of Self, Components of Self – Self identity , Self concept, Self confidence , Self image , BIG5 Factors	
Unit II: Techniques of Self Awareness	4
Exploration through Johari Window, Mapping the key characteristics of self, Framing a charter for self Stages – self awareness, self acceptance and self realization	
Unit III: Self Esteem & Effectiveness	5
Meaning, Importance, Components of self esteem, High and low self esteem, Measuring your self esteem	
Unit IV: Building Positive Attitude and Emotional Competence	5
Meaning and nature of attitude, Components and Types of attitude ,Importance and relevance of attitude Emotional Intelligence – Meaning, components, Importance and Relevance Positive and negative emotions, Healthy and Unhealthy expression of emotions	

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

- The student will apply self introspection as a tool for self awareness.
- The student will understand self concept for self recognition, self improvement and perception of others.
- The student will be able to analyze their physical self, social self, the competent self and psychological self.
- The student will be able to analyze what motivates his/her actions and the actions of others

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Singh A.	Achieving Behavioural Excellence for Success	Wiley Publication	2012	978812658027	248
Towers, Marc	Self Esteem	American Media	1995	9781884926297	68
Pedler Mike, Burgoyne John, Boydell Tom	A Manager's Guide to Self-Development	McGraw-Hill	2006	978-0077114701	288
Covey, R. Stephen	Seven habits of Highly Effective People	Simon & Schuster Ltd	2013	978-1451639612	432
Khera Shiv	You Can Win	Macmillan	2005	978-0333937402	290
Gegax Tom	Winning in the Game of Life	Harmony Books	1999	978-0609603925	318
Singh, Dalip	Emotional Intelligence at Work	Sage Publications	2006	9780761935322	196
Goleman, Daniel	Emotional Intelligence	Bantam Books	2007	9780553095036	352
Goleman, Daniel	Working with E.I	Bantam Books	1998	9780553104622	383

L	T	P/S	Total Credit Units
---	---	-----	--------------------

1	0	0	1
---	---	---	---

Introduction to French Culture & Language

Course Contents/syllabus:	Lecture Hours
Unit-I Introduction to French language	4
<ul style="list-style-type: none"> • Brief introduction of French and Francophone countries • Presenting oneself • Getting information about someone else • Greeting and taking leave • Asking/giving personal information 	
Unit-II- A rendez-vous ; Visiting a place	5
<ul style="list-style-type: none"> • Pronouncing and writing numbers in French • Spell and count numbers • Telling the time • Temporal expressions • Communicating in class • Fixing an hour, place for a meeting. • Describing a person. • Identifying a person, object and place • Describing relation in a family • A specific person, object and place 	
Unit-III- An interview	5
<ul style="list-style-type: none"> • Description of objects, people and places • Nationalities • Speaking about one's professions • Expressing Actions using regular –er ending verbs; avoir, être; reflexive verbs – usage, conjugation • Interview of celebrity 	
Unit-IV- At the discotheque	4
<ul style="list-style-type: none"> • Portrait by a journalist • Giving a positive or negative reply • Asking questions • Discussion with a person • Activities in day 	

Course Learning Outcomes: At the end of this course, the students will be able to express themselves in writing and orally in basic French. This course content focuses on the speech of the students in a lucid and a concurrent manner using appropriate vocabulary and pronunciation techniques. Extra stress will be given on their understanding of grammatical structures and the foreign accent of the language

At the end of the course, the student shall be able to :

- Understand information; Express in his own words; Paraphrase; Interpret and translate.
- Apply information in a new way in a practical context
- Analyse and break-down information to create new ideas
- Evaluate and express opinion in a given context

Text / Reference Books:

Author	Title	Publisher	Year	ISBN	Pages
Christine Andant, Chaterine Metton, Annabelle Nachon, Fabienne Nugue	A Propos - A1 Livre De L'Eleve, Cahier D' Exercices	Langers International Private Limited	2010	978- 93808090 69	-
Manjiri Khandekar and Roopa Luktuke	Jumelage - 1 Methode De Fraincis - French	Langers International Private Limited	2020	978- 93808098 54	-
Michael Magne, Marie- Laure Lions-Olivieri	Version Originale 1: Cahier d'exercices	Maison Des Langues	2010	97884844 35617	79

Introduction to German Culture & Language

L	T	P/S	Total Credit Units
1	0	0	1

Course Contents/syllabus:	Lecture Hours
Unit-I Introduction to German Language (Einführung)	4
<ul style="list-style-type: none"> • Introduction to German as a global language • Self-introduction and Greetings • Die Alphabeten • Phonetics: the sound of consonants and vowels • Wie buchstabieren Sie Ihren Name? 	
Unit-II- Numbers and everyday conversation (die Zahl und Gespräche)	4
<ul style="list-style-type: none"> • Counting in German from 1-100. • Simple Calculation and verb 'kosten' - Wie viel kostet das? • Plural Forms • Vocabulary: Wochentage, Monate, Jahreszeiten • Ordinal numbers and the question - Wann haben Sie Geburtstag? 	
Unit-III- Regular verbs and nominative case: articles and pronouns (Regelmässige Verben und Nominativ Kasus: Artikel und Pronomen)	5
<ul style="list-style-type: none"> • Introduction to all personal pronouns and conjugation of Regular verbs • Detailed exercise on regular verbs. Reading a text on regular verbs. • Introduction to definite, indefinite articles. Vocabulary: Schulsachen und Getränke • Nominative case/ Articles (der, die, das) 	

<ul style="list-style-type: none"> • Nominative Personal Pronouns: - Applicability of pronouns for both persons and things. • Usage of nominative Personal Pronouns • Introduction of nominative possessive pronouns • usage of nominative possessive pronouns 	
Unit-IV- The Family, Work-life and Professions (Familienmitglieder und Berufe) & Interrogative sentences (W-Fragen)	5
The Family, Work-life and Professions (Familienmitglieder und Berufe) <ul style="list-style-type: none"> • Vocabulary: Professions and conjugation of the verb 'sein' • Introduction to simple possessive pronouns with the help of the verb 'haben' • Usage of possessive pronouns. Interrogative sentences (W-Fragen) <ul style="list-style-type: none"> • W-Fragen: who, what, where, when, which, how, how many, how much, etc. • Exercises on the question pronouns 	

Course Learning Outcomes: At the end of this course, the students will be able to express themselves in writing and orally in basic German. This course content focuses on the speech of the students in a lucid and a concurrent manner using appropriate vocabulary and pronunciation techniques. Extra stress will be given on their understanding of grammatical structures and the foreign accent of the language.

At the end of the course, the student shall be able to :

- Understand information; Express in his own words; Paraphrase; Interpret and translate.
- Apply information in a new way in a practical context
- Analyse and break-down information to create new ideas
- Evaluate and express opinion in a given context

Text / Reference Books:

Author	Title	Publisher	Year	ISBN No	Pages
Rolf Bruseke	Starten Wir A 1	Langers International Pvt Ltd (Max Hueber Verlag)	2017	978-3190160006	
Giorgio Motta	Wir Plus Grundkurs Deutsch fur Junge Lerner Book	Ernst Kleit Verlag	2011	978-8183072120	248
Heimy Taylor, Werne	Station en Deutsch Self Study Course	Wiley	2007	978-047016551	288

r Haas	German Guide			5	
--------	--------------	--	--	---	--

ENV101 Environmental Studies 1

L	T	P/S	Total Credit Units
2	0	0	2

Course Contents/syllabus:	Lecture Hours
Unit-1- Multidisciplinary nature of environmental studies	4
<i>Multidisciplinary nature of environmental studies:</i> Definition, scope and importance; components of environment –atmosphere, hydrosphere, lithosphere and biosphere. Concept of sustainability and sustainable development.	
Unit-2-Ecosystems	4
<i>Ecosystem:</i> What is an ecosystem; Structure and function of an ecosystem; Energy flow in the ecosystem; Food chains, food webs and ecological succession. Case studies of the following ecosystems: Forest ecosystem Grassland ecosystem Desert ecosystem Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries).	
Unit-3- Natural Resources	5
<i>Natural resources:</i> Land resources and land use change, land degradation, soil erosion and desertification. Deforestation: causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal population. Water Resources-Use and over-exploitation of surface and groundwater, floods, drought, conflicts over water (international and inter-state). Heating of earth and circulation of air; air mass formation and precipitation. Energy resources- renewable and non-renewable energy sources, use of alternate energy sources, Growing energy needs, Case studies.	
Unit-4- Biodiversity and its conservation	5
<i>Biodiversity:</i> Levels of biological diversity: genetic, species and ecosystem diversity; Biogeographic zones of India; biodiversity patterns and global biodiversity hot spots. India as a mega–biodiversity nation; endangered and endemic species of India. Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife	

<p>conflicts, biological invasions; conservation of biodiversity: <i>in-situ</i> and <i>ex-situ</i> conservation of biodiversity.</p> <p>Ecosystem and biodiversity services: ecological, economic, social, ethical, aesthetic and information value.</p>	
---	--

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

- Appreciate the multi-disciplinary nature of environmental science
- Understand natural resources and evaluate limitations surrounding renewable and non-renewable resources
- Understand the nuances of ecosystem and learn about behaviour of various ecosystem
- Learn about the types, services and threats to our biodiversity and importance of conserving it.

Text / Reference Books:

Author	Title	Publisher	Year of Publication	ISBN	Pages
William P. Cunningham, Mary Ann Cunningham	Principles of Environmental Science	McGraw-Hill	2019	9781260219715	--
Dash and Dash	Fundamentals of ecology	Tata McGraw-Hill	2009	978-0070083660	--
William P. Cunningham, Mary Ann Cunningham, Barbara Woodworth Saigo	Environmental Science: A global concern,	McGraw-Hill	2021	9781260363821	--
Gaston K.J. and Spicer, J. I.	Biodiversity – An Introduction 2 nd edition	Blackwell Publishing	2004	978-1-405-11857-6	--

INL 101 Punjabi Language and Literature-1

L	T	P	Total Credits
1	0	0	1

Course content and syllabus	Teaching Hours
------------------------------------	-----------------------

Unit I:	4 hours
ਆਧੁਨਿਕ ਪੰਜਾਬੀ ਕਵਿਤਾ ਦਾ ਅਧਿਐਨ (ਕਾਵਿ-ਸੁਮੇਲ ਪਾਠ-ਪੁਸਤਕ) ਕਵਿਤਾ ਦਾ ਸਾਰ/ਕੇਂਦਰੀ ਭਾਵ ਅਤੇ ਪ੍ਰਸੰਗ ਸਾਹਿਤ ਵਿਆਖਿਆ ਕਵੀ ਦੇ ਜੀਵਨ ਅਤੇ ਸਾਹਿਤਕ ਯੋਗਦਾਨ ਬਾਰੇ ਮੁੱਢਲੀ ਜਾਣਕਾਰੀ	
Unit II:	4 hours
1.ਲੇਖ-ਰਚਨਾ ਲੇਖ-ਰਚਨਾ: ਮਹੱਤਵ, ਕਿਸਮਾਂ ਅਤੇ ਵੱਖ-ਵੱਖ ਵਿਸ਼ਿਆਂ ਅਨੁਸਾਰ ਵਿਹਾਰਕ ਅਭਿਆਸ 2.ਸੰਖੇਪ-ਰਚਨਾ ਸੰਖੇਪ-ਰਚਨਾ: ਮਹੱਤਵ ਅਤੇ ਤਕਨੀਕ	
Unit III:	5 hours
ਵਿਆਕਰਨ ਸਿਧਾਂਤ ਅਤੇ ਵਿਹਾਰ: 1.ਵਿਆਕਰਨ: ਪਰਿਭਾਸ਼ਾ;ਮਹੱਤਤਾ;ਉਦੇਸ਼;ਵਿਆਕਰਨ ਦੇ ਅੰਗ 2. ਪੰਜਾਬੀ ਯੁਨੀਵਰਸਿਟੀ: ਸੂਰ ਅਤੇ ਵਿਅੰਜਨ ਯੁਨੀਆਂ ਦਾ ਵਰਗੀਕਰਨ, ਉਚਾਰਨ ਅੰਗ	
Unit IV:	5 hours
ਵਿਆਕਰਨ ਸਿਧਾਂਤ ਅਤੇ ਵਿਹਾਰ: ਸ਼ਬਦ ਸ਼੍ਰੇਣੀਆਂ: ਪਰਿਭਾਸ਼ਾ ਅਤੇ ਪ੍ਰਕਾਰ ਨਾਂਵ, ਪੜਨਾਂਵ, ਵਿਸ਼ੇਸ਼ਣ, ਕਿਰਿਆ, ਕਿਰਿਆ ਵਿਸ਼ੇਸ਼ਣ, ਸਬੰਧਕ, ਯੋਜਕ ਅਤੇ ਪ੍ਰਸ਼ਨ-ਸੂਚਕ ਸ਼ਬਦ	

Course Learning Outcomes:

1. Understand modern Punjabi Poetry.
2. Interpret the importance of essay and precise writing
3. Analyze the Punjabi language structure and grammar.
4. Examine the impact and importance of grammar and language structure.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
ਡਾ. ਕਰਮਜੀਤ ਸਿੰਘ (ਸੰਪਾ.),	ਕਾਵਿ ਸੁਮੇਲ	ਪਬਲੀਕੇਸ਼ਨ ਬਿਊਰੋ, ਪੰਜਾਬ ਯੂਨੀਵਰਸਿਟੀ ਚੰਡੀਗੜ੍ਹ	2020	-	-
ਸੁਰਿੰਦਰ ਸਿੰਘ ਖਹਿਰਾ (ਸੰਪਾ.),	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਵਿਆਕਰਨ ਅਤੇ ਬਣਤਰ	ਪਬਲੀਕੇਸ਼ਨ ਬਿਊਰੋ, ਪੰਜਾਬੀ ਯੂਨੀਵਰਸਿਟੀ ਪਟਿਆਲਾ	2015	-	-
ਡਾ. ਹਰਕੀਰਤ ਸਿੰਘ,	ਕਾਲਜ ਪੰਜਾਬੀ ਵਿਆਕਰਨ ਅਤੇ ਲੇਖ ਰਚਨਾ	ਪੰਜਾਬ ਸਟੇਟ ਯੂਨੀਵਰਸਿਟੀ ਟੈਕਸਟ ਬੁੱਕ ਬੋਰਡ, ਚੰਡੀਗੜ੍ਹ	1999	-	-

ਡਾ. ਪ੍ਰੋਮ ਪ੍ਰਕਾਸ਼ ਸਿੰਘ	ਕਾਲਜ ਪੰਜਾਬੀ ਵਿਆਕਰਨ ਅਤੇ ਲੇਖ ਰਚਨਾ	ਮਦਾਨ ਪਬਲੀਕੇਸ਼ਨਜ਼, ਪਟਿਆਲਾ	2002	-	-
ਡਾ. ਬੂਟਾ ਸਿੰਘ ਬਰਾੜ	ਪੰਜਾਬੀ ਵਿਆਕਰਨ ਸਿਧਾਂਤ ਅਤੇ ਵਿਹਾਰ	ਚੇਤਨਾ ਪ੍ਰਕਾਸ਼ਨ, ਪੰਜਾਬੀ ਭਵਨ, ਲੁਧਿਆਣਾ	2012	-	-
ਡਾ. ਬੂਟਾ ਸਿੰਘ ਬਰਾੜ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਸ਼੍ਰੇਣੀ ਅਤੇ ਸਰੂਪ	, ਵਾਰਿਸ ਸ਼ਾਹ ਫ਼ਾਊਂਡੇਸ਼ਨ, ਅੰਮ੍ਰਿਤਸਰ	2012	-	-
ਦੁਨੀ ਚੰਦੂ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਦਾ ਵਿਆਕਰਣ	, ਪੰਜਾਬ ਯੂਨੀਵਰਸਿਟੀ ਪਬਲੀਕੇਸ਼ਨ ਬਿਊਰੋ, ਚੰਡੀਗੜ੍ਹ	1995	-	-
ਜੋਗਿੰਦਰ ਸਿੰਘ ਪੁਆਰ ਅਤੇ ਹੋਰ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਦਾ ਵਿਆਕਰਨ (ਭਾਗ 1,2,3),	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਅਕਾਦਮੀ ਜਲੰਧਰ	2003	-	-
ਸੁਖਵਿੰਦਰ ਸਿੰਘ ਸੰਘਾ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਵਿਗਿਆਨ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਅਕਾਦਮੀ ਜਲੰਧਰ	2010	--	-
ਅਗਨੀਹੋਤਰੀ, ਵੇਦ	ਪਰਿਚਾਇਕ ਭਾਸ਼ਾ ਵਿਗਿਆਨ	ਦੀਪਕ ਪਬਲਿਸ਼ਰਜ਼ ਜਲੰਧਰ	1981		

INL102 History and Culture of Punjab for BA

L	T	P/S	Total Credit Units
1	0	0	1

Course Contents/syllabus:	Lecture Hours
Unit I:	4
Ancient Punjab: Physical features; impact on History Historical Sources: Literary; archaeological Harappan Culture: Extent and town planning.	
Unit II:	4
Harappan Culture: Social, Economic and Religious life; causes of disappearance Rig Vedic Age: The rise of Indo Aryans; main features of the life in early Vedic Age. Later Vedic Age: Political, Social, Economic and Religious life of later Vedic Aryans.	

Unit III:	5
Caste System: Origin and evolution. The Epics: Historical importance of Ramayan and Mahabharat. Political Condition on eve Alexander's invasion	
Unit IV:	5
Impact of Alexander's invasion on social and cultural life. Position of women: Harappan, early Vedic and later Vedic Age	

Course Learning Outcomes:

- Understand the history of various cultures in Punjab.
- Interpret the importance of Harappan ,Ayan and Vedic influences on Punjab
- Compare the structure of caste system .
- Examine the impact of various invasions on socio-cultural life of Punjab.

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Joshi, L.M (ed.):	History and Culture of the Punjab, Part-I	Publication Bureau, Punjabi University, Patiala	1889	-	-
Joshi, L.M and Fauja Singh	History and Culture of the Punjab, Vol. I	Punjabi University, Patiala	1977	-	-
Prakash, Buddha	Glimpses of Ancient Punjab	Punjabi University, Patiala	1983	-	-

BBA 3C - 3 years (IIndSemester)

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Marketing Strategy & Management	Core Course	4	-	-	4
2	Fundamentals of Human Resource Management	Core Course	4	-	-	4
3	Business Mathematics	Core Course	4	-	-	4
4	Cost and Management Accounting	Core Course	4	-	-	4
5	Understanding International Business Environment	Core Course	4	-	-	4
6	Communication Skills - II	Value Added Course	1	-	-	1
7	Individual, Society and Nation	Value Added Course	1	-	-	1
8	Foreign Business Language	Value Added Course	1	-	-	1
9	Punjabi/History & Culture of Punjab	Ability Enhancement Course	1	-	-	1
10	Environment Studies	Ability Enhancement Course	2	-	-	2
	Total Credits		Min Required: 26			Semester Credits: 26

Course Title: Marketing Strategy & Management

L	T	P	Total Credits
4	0	0	4

		Lecture Hours
Unit I: Foundation Concepts on Strategy		18
<ul style="list-style-type: none"> • Introduction to strategy, strategic concepts and strategic levels • Strategy and the Marketing Planning process • Identifying Market opportunities External & Internal Analysis • Marketing strategy formulation • Industry and business definition • Managing the Marketing Mix 		
Unit II: Product and Pricing Strategies		18
<ul style="list-style-type: none"> • Product: Concept & Levels, Classification, Strategies for different types of Consumer Products & Product Differentiation • Product Mix, Product Line Decision, Product Life Cycle and various strategies • New Product Development and Innovations: Challenges & Process Packaging & Labeling: Concept & Importance • Brand Management-Positioning and Branding Strategies • Introduction to various objectives of pricing • Adapting the price: Various Price adaptation Strategies, Impact of digital selling on price Understanding various pricing strategies and their application 		
Unit III: Distribution Decisions and Marketing Communication Strategies		18
<ul style="list-style-type: none"> • Distribution Decisions- • Nature of Marketing Channels Channel Functions and Flows • Channel Design and Management Decisions, Channel Dynamics • Deciding on the Marketing Communications Mix • Introduction and process of deciding the Marketing communication mix Marketing communication budget • Introduction to various elements of integrated marketing communications: concept and tools of :advertising (online advertising, blogs), public relations, sales promotion, direct 		

marketing, personal selling: concept and process Electronic Communication	
Unit IV: Strategies for GlobalMarket Place	18
<ul style="list-style-type: none"> • Challenges and opportunities of Globalization. • Factors governing entry into foreign markets Marketing Mix for Global Markets, • Recent trends in Global and International Marketing, • Impact of Disruptive technology affecting the marketing mix • Social Media, Digital media marketing trends 	

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	2010	9788131502938	656

		India Pvt Ltd			
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
Unit I: Introduction to Human Resource Management	18
<ul style="list-style-type: none"> • HR: Meaning and definition, types and recent trends • HRM: Objectives, scope, functions, trends and practices • Meaning, Concept, Scope of Strategic Human resource management (SHRM) • Role and Responsibilities of the Human Resource Manager • HR Policies and Procedures • HRD Strategies in Organizations, Business strategy, HRD and performance 	
Unit II: Human Resource Requirements and Learning and Development of Human Resources	18
<ul style="list-style-type: none"> • Concept and objectives of Human Resource Planning, Need and importance of HR Planning, Stakeholders in HR • Job Analysis: Definition, Process and benefits, Job Design – Definitions, approaches, Job description, Job Specifications • Talent Acquisition: Recruitment, Selection Process, Methods – Interview, GD, Tests, • On Boarding talent, Induction and Placement, Promotion and Transfer • Learning and Development, Steps of Training Process, Training Need Assessment program in a changing technological environment • Career Planning and Development: Career Planning process, Career Development, Strategies of Companies • Succession Planning, Talent Management Employee Engagement, Knowledge, Management 	
Unit III: Performance and Compensation Management	18
<ul style="list-style-type: none"> • Personnel Management and Potential Management • Meaning and Objectives of performance appraisal, Different methods of appraisals, Pay linked with performance, Current trends in benchmarking of performance appraisals • Managerial Competencies, Competency Mapping • Objectives and Principles of Compensation, Components of compensation • Designing and administration of wage and salary structure • Expatriate Compensation • Incentives, Financial and Non-Financial Incentives, Group and Individual Incentives 	
Unit IV: Employee Relations and Future of Work Place: Emerging Trends in HR in the New Millennium	18

<ul style="list-style-type: none"> • Concept and Objectives of industrial relations, Role of management in Industrial Relations • Trade Unions: Meaning, Need and Function • Workers Participation in Management • Laws related to Industrial Relations • Labour Welfare and Social Security, Employee Health and Safety • Emerging trends in IR • CSR, Green HR • Human Resource Information System (HRIS) • HR Audit, IHRM and emerging issues in 21st century • Work life Balance, Work Family conflict • HR Analytics, HR and Artificial Intelligence 	
---	--

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:

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, New Delhi	2017	9352605438	928
Snell S and Bohlander G	Human Resource Management	Cengage Learning	2007	0324314639	783
Rao VSP	Human Resource Management. Text & Cases	Excel Books	2006	8174464484	710
Mathis and Jackson	Human Resource Management	Cengage Learning	2006	1133953107	688
Kapoor Shikha	Human Resource Management	Taxmann Publishers	2015	9350717417	792

Course Title: Business Mathematics

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit-1 Matrices and Determinants	18
<ul style="list-style-type: none"> • Definition and Types of Matrices- Conversion of linear equations to matrix form, • Algebra of Matrices, • Transpose of a Matrix, Determinants(order 2 and 3), Cofactors, Adjoint of a Matrix, • Inverse of Matrix, • Applications to business problems and solving simultaneous equations up to 3 variables using Cramer's Rule and Matrix Inversion Method. 	
Unit-2- Mathematics of Finance	18
<ul style="list-style-type: none"> • 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. • 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).	
Unit-3- Differentiation	18
<ul style="list-style-type: none"> • Function: Definition, Types of Functions, Concepts of Limits and Continuity, • Differentiation- definition, derivatives of Algebraic, Logarithmic and exponential function. • Business application of differentiation; • Chain Rule, Product Rule, Quotient Rule, • Maxima and Minima (single variable case), • Applications to business problems 	
Unit-4- Integration	18
<ul style="list-style-type: none"> • Concepts of Integration , • Indefinite Integration and methods of integration (Exponential & Algebraic functions), • Product Rule ,Business Application of Integration 	

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.,	Business	S. Chand	2014	978-	-

&Sancheti, D. C.	Mathematics, Theory & Applications	Publishing		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 and Management Accounting

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit I: Introduction to Cost Accounting	18
Meaning, nature, and scope of cost accounting. Differentiate cost accounting from management accounting and financial accounting. Cost concepts and numerical on preparation of cost sheet. Classifications of Cost and Role of cost in decision making. Meaning of Cost Objects, Cost Units, Cost Centers, Cost Control, Cost Reduction. Introduction to various methods of costing: job costing; batch costing, contract costing, single costing, process costing, service or operating costing. Application of suitable methods of costing different Industries..	
Unit II: Material Cost, Control and Pricing	18
Material Cost :Concept, Classification of Materials, Material Control System, Purchase Requisition, Purchase Order, Purchase Quantity, Economic Order Quantity, Material Storage & Control, Fixation of Various Levels of Stock – Maximum Stock Level, Minimum Stock Level, Re-Order Level, Danger Level Valuation or Pricing of Material Issues: Concept & Methods-First in First out method, Last in First out method, Simple Average method, Weighted Average method, Actual Price method, Highest in First out method and Replacement Cost method Labour Cost – Computation and Control;	
Unit III: Overheads; Activity Based Costing and Marginal Costing and Cost Volume Profit Analysis	18
Overheads – Introduction; Classification, Apportionment and Absorption Activity Based Costing: Introduction; Concept; Need ; Importance; Characteristics; Categories in ABC, Development ; Implementation of ABC system, Benefits of ABC system Marginal Costing – Fixed & variable cost, Meaning & Characteristics of Marginal Costing. Applications of Marginal Costing techniques & Concept Cost-Volume-Profit Analysis in managerial decision making. Contribution, Profit/Volume ratio. Limiting or key factor, Break-Even Analysis, Margin of Safety and Calculation of Sales for desired profit.	

Unit IV: Budgetary Control & Variance Analysis	18
Concept of Budget, Budgeting and Budgetary Control, Objective of budgetary control, Process of Budgeting, Preparation of Sales budget, purchase budget, production budget, cash budget, fixed & flexible budgets and Zero base budgeting. Concept of standard costing & variance analysis: Material Variance and Labour Variance	

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 fundamentals of cost accounting, methods of costing & elements of cost.
- Understanding of Concept of Material cost, Control & its pricing.
- Development of skills to use of Marginal costing techniques & its application in managerial decision making.
- Development of a skill in exercising cost controlling function by understanding the concept of budgetary control & variance analysis.

List of Professional Skill Development Activities (PSDA)

- Adoption of Methods of Costing by different industries.
- 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
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 and Management Accounting	Kalyani Publishers	2018	9789327285260	1277
Kishore, Ravi M	Cost & Management Accounting	Taxmann	2021	9789392211133	908
S. N.	Cost Accounting-	Mahavir	2016	9381580235	1109

Maheshwari & S.N. Mittal	Theory and Problems	Publications			
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

L	T	P	Total Credits
4	0	0	4

Course Title: Understanding International Business Environment

	Lecture Hours
Unit I: Introduction to International Business & International Trade	18
<ul style="list-style-type: none"> International Business: Meaning Nature Scope and Importance of International Business. International business contrasted with domestic businesses – complexities of international business; Internationalization stages and orientations; Modes of entry into International businesses. Globalization and its growing importance in the world economy, Impact of Globalization. Theories of International trade - Absolute advantage theory, Comparative advantage theory, The Heckscher–Ohlin theory of trade, New trade theory; Tariff and Non-Tariff Barriers. BOP- Balance of payment account and its components 	
Unit II: Environmental Context of International Business	18
<ul style="list-style-type: none"> Framework for analyzing international business environment – Economic, Political, Cultural and Legal environments in International Business, Domestic, foreign and global environments and their impact on international business decisions. World trade in goods and services – major trends and developments, state policy, entry strategies International Economic Institutions & Agreements: WTO, World Bank, IMF and their importance to India, Foreign Trade Policy. Regional Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of Regional economic cooperation. 	
Unit III: International Financial Environment and Labor Environment	18
<ul style="list-style-type: none"> Indian money and capital markets, stock exchange – meaning, functions & constituents, need of Indian govt. intervention in international business and the specific legislations, EXIM policy, FEMA, SEBI. International Labour Organization (ILO), International Labor Standards on Occupational Safety and Health 	
Unit IV: Multinational Corporations and their involvement in	18

International Business	
<ul style="list-style-type: none"> Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances. Emerging Developments and Other Issues, Growing concern for ecology; Counter trade; IT and international business 	

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

- To recall the Principles, Practices and Guidelines of International Business Environment
- Explain the impact of Changing International Business Environment on Business
- Outline how an entity operates in a business environment.
- Analyse the impact of social, cultural, political and legal factors affecting business.
- Develop perspective on neo-liberal trends influencing regional business.
- To create Foreign market selection, Entry mode and investment mode for Business Expansion Abroad

List of Professional Skill Development Activities (PSDA):

- Each student will have to identify entry modes of various companies into international business and carry out SWOT analysis for each company.
- Students will have to collect data to assess trends in foreign direct investment flows in India and draw a comparative with other emerging economies.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Sumati Varma	International Business	Pearson Education	2016	978-9332582682	310
Roger Bennett	International Business	Pearson India	2006	978-8177589238	
<u>Anant K. Sundaram</u> , <u>Stewart J. Black</u>	International Business Environment	Prentice Hall India Learning Private Limited	2012	978-8120311411	368
Dr. Shamsher Singh	International Business	Galgotia Publishing Company	2013	81-8218-03401	489

Francis Cherunilam	International Business Environment	Himalaya Publishing House	2017	978-9352028795	494
Warren J. Keegan	Global Marketing Management	Pearson Education	2017	978-9332584327	560

Course Title: Communication Skills—II

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Unit I: Basic Concepts in Communication	4
Towards communicative competence; choosing the appropriate channel and medium of communication; ways to develop communication skills in the areas of Listening, Speaking, Reading, and Writing.	
Unit II: Communication Types	5
Nonverbal communication: detailed analysis, KOPPACT (Kinesics, Oculesics, Proxemics, Paralanguage, Artefacts, Chronemics, Tactilics).	
Unit III: Communication and Technology	4
Importance of digital literacy and communication on digital platforms.	
Unit IV: Presentation Skills	5
Planning, preparation, practice, and performance; audience analysis, audio-visual aids, analyzing the non-verbal communication, methods of delivery: impromptu, extemporaneous, memorization, manuscript, and outlining.	

Course Learning Outcomes:

- Students will be able to understand the need and the methods required to develop communication skills in the areas of listening, speaking, reading, and writing.
- Students will be able to understand the significance of non-verbal communication in various contexts.
- Students will be able to develop an awareness of the role of digital platforms in shaping public psyche, beliefs, and perceptions about social realities and build an informed and critical perspective.
- Students will be able to develop and upgrade their presentation skills.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages

Chaturvedi and Chaturvedi	Business Communication: Concepts, Cases and Applications	Pearson Education	2006	9788131701720	516
Meenakshi Raman and Prakash Singh	Business Communication	Oxford University Press	2012	9780198077053	650
Jeff Butterfield	Soft Skills for Everyone	Cengage Learning	2017	9789353501051	628

Course Title: Individual, Society and Nation

	Lecture Hours
Unit-1- Individual differences & Personality	5
<ul style="list-style-type: none"> • Personality: Definition & Relevance • Importance of nature & nurture in Personality Development • Importance and Recognition of Individual differences in Personality • Accepting and Managing Individual differences Intuition, Judgment, Perception & Sensation (MBTI) BIG5 Factors 	
Unit-2- Managing Diversity	4
<ul style="list-style-type: none"> • Defining Diversity • Affirmation Action and Managing Diversity • Increasing Diversity in Work Force • Barriers and Challenges in Managing Diversity 	
Unit-3- Socialization, Patriotism and National Pride	5
<ul style="list-style-type: none"> • Nature of Socialization • Social Interaction • Interaction of Socialization Process • Contributions to Society and Nation • Sense of pride and patriotism • Importance of discipline and hard work • Integrity and accountability 	
Unit-4- Human Rights, Values and Ethics	4
<ul style="list-style-type: none"> • Meaning and Importance of human rights • Human rights awareness • Values and Ethics- Learning based on project work on Scriptures like- Ramayana, Mahabharata, Gita etc. 	

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

- To recognize individual differences
- To manage individual differences
- To develop patriotic feelings
- To recognize their self in relation to society & nation

List of Professional Skill Development Activities (PSDA):

- Project on Understanding Diversity
- Term Paper on Patriotism among Youth

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages

Department of English, University of Delhi	The Individual & Society	Pearson Education	2010	9788131704172	266
Umang Malhotra	Individual, Society, and the World	iUniverse	2004	9780595662401	188
Tonja R. Conerly & Kathleen Holmes	Introduction to Sociology 3e	Openstax	2015	9781711493978	458
Daksh Tyagi	"A Nation of Idiots"	Every Protest	2019	9788194275015	350

L	T	P	Total Credits
1	0	0	1

Course Title: French Grammar

	Lecture Hours
Unit-I : My family and my house	5
Descriptors/Topics <ul style="list-style-type: none"> • Talk about your family members • Usage of possessive adjectives • Describe your house/apartment • Prepositions of location • Negation 	
Unit-II- Lifestyle	5
Descriptors/Topics <ul style="list-style-type: none"> • Talk about your hobbies and pastimes • Usage of appropriate articles : definite and contracted • Talk about your daily routine • Usage of pronominal verbs 	
Unit-III- In the city	4
Descriptors/Topics <ul style="list-style-type: none"> • Filling up a simple form • Ask for personal information • Usage of interrogative adjectives • Give directions about a place • Ordinal numbers • Usage of demonstrative adjectives 	
Unit-IV- Week-end	4

Descriptors/Topics <ul style="list-style-type: none"> • Talk about your week-end plans • Usage of disjunctive pronouns • Usage of Near Future tense • Talk about weather • Write a simple post card 	
--	--

Course Learning Outcomes: After completing these modules, the students will be capable of constructing sentences with possessive and demonstrative adjectives in German. In addition, they will be proficient in formulating meaningful sentences as they will be capable of applying their knowledge of all the irregular verbs they have learnt during the session. They will also have an idea of German culture by studying about various German festivals.

At the end of the course, the student shall be able to:

- Understand information; Express in his own words; Paraphrase; Interpret and translate.
- Apply information in a new way in a practical context
- Analyse and break-down information to create new ideas
- Evaluate and express opinion in a given context

Text / Reference Books:

Author	Title	Publisher	Year of Publication	ISBN No
Christine Andant, Catherine Metton, Annabelle Nachon, Fabienne Nugue,	A Propos - A1, Livre de l'élève et Cahier d'exercices.	Langers International	2010	978-9380809069
Collins Dictionaries	Easy Learning French Complete Grammar, Verbs and Vocabulary	Collins	2016	978-0008141721
Nikita Desai, Samapita Dey Sarkar	Apprenons La Grammaire Ensemble - French	Langers International	2017	978-8193002681

Course Title: German Grammar

L	T	P	Total Credits
1	0	0	1

Module I: Time (Uhrzeit); People and the World: Land, Nationalität und	Lecture Hours
	5

Sprache	
<ul style="list-style-type: none"> • Introduction of time; Read text related to time and teach the students the time expressions; Exercises related to Time • Adverbs of time and time related prepositions • Vocabulary: Countries, Nationalities, and their languages • Negation: "nicht/ kein" • Ja/NeinFragen. • All the colors and color related vocabulary, adjectives, and opposites • Exercises and comprehension for the same. 	
Module II: Irregular verbs (unregelmässige Verben)	5
<ul style="list-style-type: none"> • Introduction to irregular verbs and their conjugation e.g. fahren, essen, lesen etc • Read a text related to the eating habits of Germans • Vocabulary: Obst, Gemüse, Kleiderstück with usage of irregular verbs • Free time and hobbies • Food and drinks 	
Module III: Accusative case: articles and pronouns (AkkusativKasus: Artikel und Pronomen)	4
<ul style="list-style-type: none"> • Introduction to the concept of object (Akkusativ) • Formation of sentences along with the translation and difference between nominative and accusative articles • Usage of accusative Definite articles • Usage of accusative Indefinite articles 	
Module IV: Accusative case: possessive pronouns (AkkusativKasus: Possessivpronomen) Family and Relationship	3
<ul style="list-style-type: none"> • Accusative Personal Pronouns: Revision of nominative personal pronouns, introduction of accusative. Applicability of pronouns for both persons and things. • Usage of accusative Personal Pronouns • Introduction of accusative possessive pronouns • Difference between nominative and accusative possessive pronouns • usage of accusative possessive pronouns 	

Course Learning Outcomes: After completing these modules, the students will be capable of constructing sentences with possessive and demonstrative adjectives in German. In addition, they will be proficient in formulating meaningful sentences as they will be capable of applying their knowledge of all the irregular verbs they have learnt during the session. They will also have an idea of German culture by studying about various German festivals.

At the end of the course, the student shall be able to:

- Understand information; Express in his own words; Paraphrase; Interpret and translate.
- Apply information in a new way in a practical context
- Analyse and break-down information to create new ideas
- Evaluate and express opinion in a given context

Text / Reference Books:

Author	Title	Publisher	Year	ISBN No	Pages
Dora Schulz, Heinz Griesbach	Deutsche Sprachlehre Für Ausländer	Max Hueber Verlag	1984	978-3190010066	-
Hartmut Aufderstrasse, Jutta Müller, Helmut Müller	ThemenAktuell: Glossar Deutsch	Max Hueber Verlag	2003	978-3190816903	-
Giorgio Motta	Wir Plus Grundkurs Deutsch für Junge Lerner Book German Guide	Goyal Publishers	2011	9788183072120	248

Environmental Studies-2

L	T	P/S	Total Credit Units
2	0	0	2

Course Contents/syllabus:	Total Hours
Unit-1- Environmental Pollution	11 hours
<p><i>Environmental Pollution:</i> types, Cause, effects and controls –Air, water, soil, chemical and noise pollution.</p> <p>Nuclear hazard and human health risk</p> <p>Solid waste Management-control measures of urban and industrial waste.</p> <p>Pollution case studies.</p>	
Unit-2- Environmental Policies and practices	11 hours
<p><i>Environmental Policies and practices:</i></p> <p>Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture.</p> <p>Environment laws: Environment Protection Act; Air (Prevention and Control of Pollution) Act; Water (Prevention and Control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act, international agreements: Montreal and Kyoto protocols and convention on biological diversity (CBD), The Chemical Weapons Convention (CWC).</p> <p>Natural reserves, tribal population and rights and Human-wildlife conflict in Indian context.</p>	
Unit-3- Human communities and the Environment	10 hours
<p>Impacts on environment, human health and welfare.</p> <p>Carbon footprint.</p> <p>Resettlements and rehabilitation of project affected persons, case studies.</p> <p>Disaster management: floods, earthquake, cyclone and landslides.</p> <p>Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan.</p> <p>Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.</p> <p>Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).</p>	
Unit-4- Field work	4 hours

<ul style="list-style-type: none"> • Visit to an area to document environmental assets: river/forest/flora/fauna, etc. • Visit to local polluted Site-Urban/Rural/Industrial/Agricultural • Study of common plants, insects, birds and basic principles of identification. • Study of simple ecosystems-pond, river, Delhi Ridge, etc. 	
--	--

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

1. Understanding the types of pollution and their impact on environment and human health.
2. Understand the environmental concerns and their impact on humans and agriculture.
3. Sensitization about the environmental issues and concerns leading to proactive actions to improve the environmental conditions in our daily life.
4. Able to analyze the impacts of natural and manmade disaster on human population and settlements and the role of movements and environmental ethics in minimizing environmental disasters
5. Able to imbibe practical approach and solution to solve environmental concerns.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
William P. Cunningham, Mary Ann Cunningham	Principles of Environmental Science	McGraw-Hill	2019	9781260219715	--
William P. Cunningham, Mary Ann Cunningham, Barbara Woodworth Saigo	Environmental Science: A global concern,	McGraw-Hill	2021	9781260363821	--
Gurjar B. R., Molina L.T., Ojha C.S.P. (Eds.)	Air Pollution: Health and Environmental Impacts	CRC	2010	9781439809624	--
Elaine M.A. and Bugyi G.(Eds.)	Impact of Water Pollution on Human Health and Environmental Sustainability (Practice, Progress, and Proficiency in Sustainability)	Idea Group, U.S	2016	978-1466695597	--
Bryant E.	Natural Hazards, 5th Edition	Cambridge University Press	2004	978-0521537438	--

Keith Smith	Environmental Hazards Assessing Risk and Reducing Disaster	Oxford University Press	2013	978-0415681063	--
-------------	--	-------------------------	------	----------------	----

Punjabi Language and Literature-2

L	T	P	Total Credits
1	0	0	1

Course content and syllabus	Teaching Hours
Unit I:	4 hours
ਆਧੁਨਿਕ ਪੰਜਾਬੀ ਕਹਾਣੀ ਦਾ ਅਧਿਐਨ (ਕਥਾ ਕਹਾਣੀ) ਕਹਾਣੀ ਵਿਸ਼ਾ-ਵਸਤੂ/ਸਾਰ, ਪਾਤਰ-ਚਿਤਰਨ ਕਹਾਣੀਕਾਰ ਦੇ ਜੀਵਨ ਅਤੇ ਰਚਨਾ ਬਾਰੇ ਮੁੱਢਲੀ ਜਾਣਕਾਰੀ	
Unit II:	4 hours
ਦਫ਼ਤਰੀ ਚਿੱਠੀ-ਪੱਤਰ ਰਚਨਾ ਚਿੱਠੀ-ਪੱਤਰ ਲੇਖਣ ਕਲਾ, ਮਹੱਤਤਾ ਅਤੇ ਕਿਸਮਾਂ ਦਫ਼ਤਰੀ ਚਿੱਠੀ-ਪੱਤਰ ਰਚਨਾ ਦੇ ਜ਼ਰੂਰੀ ਅੰਗ ਅਤੇ ਵੱਖ-ਵੱਖ ਵਿਸ਼ਿਆਂ ਅਨੁਸਾਰ ਵਿਹਾਰਕ ਅਭਿਆਸ	
Unit III:	5 hours
ਵਿਆਕਰਨ ਸਿਧਾਂਤ ਅਤੇ ਵਿਹਾਰ 1. ਪੰਜਾਬੀ ਅਰਥ ਬੋਧ ਅਰਥਾਂ ਦੇ ਆਧਾਰ ਦੇ ਸ਼ਬਦਾਂ ਦੀਆਂ ਕਿਸਮਾਂ ਅਤੇ ਉਦਾਹਰਨਾਂ, ਸਮਾਨਰਥਕ ਸ਼ਬਦ, ਬਹੁਅਰਥਕ ਸ਼ਬਦ, ਵਿਰੋਧਾਰਥਕ ਸ਼ਬਦ, ਬਹੁਤੇ ਸ਼ਬਦਾਂ ਦੇ ਸਥਾਨ ਤੇ ਇੱਕ ਸ਼ਬਦ ਮੁਹਾਵਰੇ, ਅਖਾਣ : ਪਰਿਭਾਸ਼ਾ ਅਤੇ ਉਦਾਹਰਨਾਂ 2. ਪੰਜਾਬੀ ਵਾਕ ਬੋਧ ਵਾਕ ਪ੍ਰੀਭਾਸ਼ਾ, ਵਾਕ ਦੇ ਤੱਤ, ਪੰਜਾਬੀ ਵਾਕ ਤਰਤੀਬ ਵਾਕ ਵਰਗੀਕਰਨ: ਕਾਰਜ ਦੇ ਅਧਾਰ ਤੇ ਵਾਕਾਂ ਦੀਆਂ ਕਿਸਮਾਂ, ਬਣਤਰ ਦੇ ਅਧਾਰ ਤੇ ਵਾਕਾਂ ਦੀਆਂ ਕਿਸਮਾਂ	
Unit IV:	5 hours
ਵਿਆਕਰਨ ਸਿਧਾਂਤ ਅਤੇ ਵਿਹਾਰ 1. ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਅਤੇ ਗੁਰਮੁਖੀ ਲਿੱਪੀ 2. ਭਾਸ਼ਾ, ਉਪਭਾਸ਼ਾ, ਟਕਸਾਲੀ ਭਾਸ਼ਾ ਅਤੇ ਪੰਜਾਬੀ ਦੀਆਂ ਉਪਭਾਸ਼ਾਵਾਂ	

Course Learning Outcomes:

5. Understand modern Punjabi Stories.
6. Interpret the importance of letter writing
7. Analyze the Punjabi language structure and grammar.
8. Examine the impact and importance of Punjabi dialects and Gurmukhi script on Punjabi language.

Text / Reference Books:

Author	Title	Publisher	Year of	ISBN	Pages
--------	-------	-----------	---------	------	-------

			publication		
ਡਾ. ਧਨਵੰਤ ਕੌਰ (ਸੰਪਾ.),	ਕਥਾ ਕਹਾਣੀ	ਪਬਲੀਕੇਸ਼ਨ ਬਿਊਰੋ, ਪੰਜਾਬ ਯੂਨੀਵਰਸਿਟੀ ਚੰਡੀਗੜ੍ਹ	2009	-	-
ਸੁਰਿੰਦਰ ਸਿੰਘ ਖਹਿਰਾ (ਸੰਪਾ.),	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਵਿਆਕਰਨ ਅਤੇ ਬਣਤਰ	ਪਬਲੀਕੇਸ਼ਨ ਬਿਊਰੋ, ਪੰਜਾਬੀ ਯੂਨੀਵਰਸਿਟੀ ਪਟਿਆਲਾ	2015	-	-
ਡਾ. ਹਰਕੀਰਤ ਸਿੰਘ,	ਕਾਲਜ ਪੰਜਾਬੀ ਵਿਆਕਰਨ ਅਤੇ ਲੇਖ ਰਚਨਾ	ਪੰਜਾਬ ਸਟੇਟ ਯੂਨੀਵਰਸਿਟੀ ਟੈਕਸਟ ਬੁੱਕ ਬੋਰਡ, ਚੰਡੀਗੜ੍ਹ	1999	-	-
ਡਾ. ਪ੍ਰੇਮ ਪ੍ਰਕਾਸ਼ ਸਿੰਘ	ਕਾਲਜ ਪੰਜਾਬੀ ਵਿਆਕਰਨ ਅਤੇ ਲੇਖ ਰਚਨਾ	ਮਦਾਨ ਪਬਲੀਕੇਸ਼ਨਜ਼, ਪਟਿਆਲਾ	2002	-	-
ਡਾ. ਬੂਟਾ ਸਿੰਘ ਬਰਾੜ	ਪੰਜਾਬੀ ਵਿਆਕਰਨ ਸਿਧਾਂਤ ਅਤੇ ਵਿਹਾਰ	ਚੇਤਨਾ ਪ੍ਰਕਾਸ਼ਨ, ਪੰਜਾਬੀ ਭਵਨ, ਲੁਧਿਆਣਾ	2012	-	-
ਡਾ. ਬੂਟਾ ਸਿੰਘ ਬਰਾੜ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਸ਼੍ਰੇਣੀ ਅਤੇ ਸਰੂਪ	, ਵਾਰਿਸ ਸ਼ਾਹ ਫ਼ਾਊਂਡੇਸ਼ਨ, ਅੰਮ੍ਰਿਤਸਰ	2012	-	-
ਦੁਨੀ ਚੰਦ੍ਰ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਦਾ ਵਿਆਕਰਣ	, ਪੰਜਾਬ ਯੂਨੀਵਰਸਿਟੀ ਪਬਲੀਕੇਸ਼ਨ ਬਿਊਰੋ, ਚੰਡੀਗੜ੍ਹ	1995	-	-
ਜੋਗਿੰਦਰ ਸਿੰਘ ਪੁਆਰ ਅਤੇ ਹੋਰ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਦਾ ਵਿਆਕਰਨ (ਭਾਗ 1,2,3),	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਅਕਾਦਮੀ ਜਲੰਧਰ	2003	-	-
ਸੁਖਵਿੰਦਰ ਸਿੰਘ ਸੰਘਾ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਵਿਗਿਆਨ	ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਅਕਾਦਮੀ ਜਲੰਧਰ	2010	--	-
ਅਗਨੀਹੋਤਰੀ, ਵੇਦ	ਪਰਿਚਾਇਕ ਭਾਸ਼ਾ ਵਿਗਿਆਨ	ਦੀਪਕ ਪਬਲਿਸ਼ਰਜ਼ ਜਲੰਧਰ	1981	-	-

History & Culture of Punjab for BA - II

L	T	P	Total Credits
1	0	0	1

Course content and syllabus	Teaching Hours
Unit I:	5 hours
The Mauryan Empire: Social, economic, and religious life	

Buddhism and Jainism: Impact on Punjab with special reference to 4th Buddhist Council. The Kushans: Impact of Kanishka's rule on Punjab	
Unit II:	5 hours
Gandhara School of Art: Salient features. The Guptas: Cultural and scientific developments. Position of Women: Under the Mauryas, the Guptas and the Vardhanas.	
Unit III:	4 hours
Depiction of Punjab in the accounts of Chinese travellers: Fahien and Huen Tsang: Main developments in literature. Education: Significant developments; Taxila	
Unit IV:	4 hours
Society and Culture on the eve of the Turkish invasion of Punjab. Punjab in the Kitab-ul-Hind of Alberuni.	

Course Learning Outcomes:

1. Understand the history of various cultures, religions in Punjab.
2. Interpret the importance of Gandhara School of Art, developments under Guptas rule and position of women.
3. Compare the depiction of Punjab in the accounts of Chinese travelers.
4. Examine the impact of various invasions on socio-cultural life of Punjab.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Joshi, L.M (ed.):	History and Culture of the Punjab, Part-I	Publication Bureau, Punjabi University, Patiala	1889	-	-
Joshi, L.M and Fauja Singh	History and Culture of the Punjab, Vol. I	Punjabi University, Patiala	1977	-	-
Prakash, Buddha	Glimpses of Ancient Punjab	Punjabi University, Patiala	1983	-	-
Thapar, Romila	A History of India, Vol. I	Penguin Books	1966		
Basham, A. L	The Wonder That was India	Rupa Books, Calcutta	1992	-	-
Sharma, B. N	Life in Northern India	Munshi Ram Manohar Lal, Delhi	1966		

BBA 3C - 3 years (IIIrd Semester)

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Fundamentals of Financial Management	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	International Trade Institutions	Core Course	4	-	-	4
6	Value and Ethics in International Business	Allied Course	3	-	-	3
7	Problem Solving and Creative Thinking	Value Added Course	1	-	-	1
8	Effective Written Communication	Value Added Course	1	-	-	1
9	Foreign Business Language	Value Added Course	1	-	-	1
	Total Credits		Min Required: 25			Semester Credits: 25

Course Title: Fundamentals of Financial Management

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit I - Introduction to Financial Management	18
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.	
Unit II - Cost of Capital and Financing Decision	18
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.	
Unit III: Investing Decisions – Capital Budgeting and Working Capital Management	18
Capital Budgeting - 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. Working Capital Management - Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables & Payables, Factoring - a tool of Receivable Management, Management of Cash and Marketable Securities, Financing of Working Capital.	
Unit IV: Dividend Decision & Valuations Concepts	18
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. Corporate Social Responsibility (CSR) –Policy, Strategy, Implications and Governance. Value maximization- concept and implications, Economic Value Added (EVA), Market Value Added (MVA). Functions and Responsibilities of Finance Manager. Responsible Investment – concept and significance; Triple Bottom Line Concept-People, Planet and Profit.	

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 PSDAs:

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

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
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

Course Title: Management Information System

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
--	----------------------

Unit I: Introduction to Management Information System	13
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.	
Unit II: Types of IS & Managerial Decision Making	14
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.	
Unit III: Intelligent support systems	14
Intelligent support systems & concepts of Artificial Intelligence, Data Mining & Data warehousing, Emerging trends in Information management systems, Introduction to ERP & CRM solutions..	
Unit IV: Managerial implications of IT/IS in Global business	13
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	9781292403281	648
Ramesh Behl,	Management Information	McGraw	2019	9789353164652	824

James A. O'Brien	Systems	Hill Education			
Waman S Jawadekar, Sanjiva Shankar Dubey	Management Information System: Text and Cases	McGraw Hill	2020	9789389949346	768
C.S.V. Murthy	Management Information System	Himalaya Publishing House	2017	9788184882759	336

Course Title: Business Statistics

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit-1 Statistical Data and Descriptive Statistics	18
<ul style="list-style-type: none"> Nature and classification of data – Univariate, bivariate and multivariate data; time-series and cross-sectional data. 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. Measures of Dispersion: absolute and relative. Range, quartile deviation, mean deviation, standard deviation, and their coefficients; Properties of standard deviation/variance. Moments: Calculation and significance; Skewness: Meaning and Measurement (Karl Pearson and Bowley's measures); Kurtosis. 	
Unit-2- Probability and Probability Distributions	18
<ul style="list-style-type: none"> Theory and approaches of probability. 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"> (a) Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution. (b) Poisson distribution: Probability function (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution. (c) Normal distribution: Properties of Normal curve and computation of Probabilities and applications 	
Unit-3- Simple Correlation and Regression Analysis	18

<ul style="list-style-type: none"> 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. 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. 	
Unit-4- Index Numbers; Time Series Analysis	18
<ul style="list-style-type: none"> 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 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. Time Series Data; Components of time series; Additive and Multiplicative models. 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. 	

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

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit-1 Overview of Production and Operation Management&Demand Forecasting	18
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).	
Unit-2- Facility Location and Facility Layout	18
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	
Unit-3- Production Planning and Control	18
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.	
Unit-4- Inventory Management&Foundations of Quality	18
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: International Trade
Institutions**

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit I: International Trade Environment	18
<ul style="list-style-type: none"> • Multilateral Trading System and International Trade Environment • Institutional Framework for Multilateral Trading System – WTO • Legal Framework for Multilateral Trading System • Implications of Uruguay Round – The Indian Perspective 	
Unit II: Multinational Organizations & Regional Trading Blocks	18
<ul style="list-style-type: none"> • Role of World Bank & IMF in International Trade • UNCTAD, MIGA • International Trade Centre (ITC), Geneva • EU, NAFTA, ASEAN, SAARC, LAIA, CARICOM 	
Unit III: India's Foreign Trade & Trade Information for Exports	18
<ul style="list-style-type: none"> • Trends and Direction in India's Exports • Ministry of Commerce • Export Promotion Councils and Commodity Boards • India Trade Promotion Organization and Export Import Bank of India • Export Credit and Guarantee Corporation (ECGC) of India • Federation of Indian Export Organizations (FIEO) 	
Unit IV: Settlement of Trade Dispute & FEMA	18
<ul style="list-style-type: none"> • Litigation, Conciliation, Arbitration • Action against Erring Exporters • Quality Complaints and Settlement Mechanisms • FEMA and Exchange Control Regulations • Manner of Realizations of Export Proceeds • Exchange Control Declaration 	

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.

- Identify the key issues in the international trade environment
- Assess the role of multinational organizations and trade blocs in development of the international trade environment
- Analyze the past and present export import policies of the country with References: to other nations
- Explore and evaluate the country's foreign trade and implications of government policies.

List of Professional Skill Development Activities (PSDA):

- Each student will have to submit a detailed analysis of India's Foreign Trade and Latest Trends
- Each student will have to submit a latest report on Commodity Boards in India.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Sumati Varma	International Business	Pearson Education	2016	978-9332582682	310
P.K. Khurana	Export Management	Galgotia	2017	978-8185989570	
Shamsher Singh	International Business	Galgotia Publishing	2013	81-821803401	489
Francis Cherunilam	International Business Environment	Himalaya Publishing House	2017	978-9352028795	494
Nabhi	Exporters Manual and Documentation	NABHI Publications,	2001	978-8172744151	1116

Course Title: Values and Ethics in International Business

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction: Value Concept	14
<ul style="list-style-type: none"> • Values Concepts, Features, Development, Factors • Values of Global Managers • Ethics, development, decision, Relevance of Ethics in International Business • Management process and ethics, Ethical issues in international business • Hierarchism as an organizational Value 	
Unit II: Corporate Social Responsibility & Consumer Protection	13

<ul style="list-style-type: none"> • Corporate responsibility of business: employees, consumers and community • Corporate Social Responsibility of MNCs • UN Global Compact • Corporate Governance, code and practices • Consumerism • Unethical issues in sales , marketing and technology 	
Unit III: Understanding progress, results and managing transforming	13
<ul style="list-style-type: none"> • Need for transformation • Process and challenges of transformation • Understanding success, definition , principles for competitive success, prerequisites to create blue prints for success • Successful stories of business Gurus 	
Unit IV: Knowledge, Wisdom and Moral Frameworks in International Business	14
<ul style="list-style-type: none"> • Meaning of knowledge and wisdom • Difference between Knowledge and wisdom • Concept of knowledge Management and wisdom Management, wisdom based Management • Total Quality Management, Quality of Life, Quality of work Life • Role of Multinational Organizations to help restore standard of values • Role of leaders to help restore standard of values • The concept of “Justice” and “Equality” and their relevance in business context 	

Course Learning Outcomes:

- Understand and evaluate the applicability of values and ethics in different domains of business (International Business, consumer protection, Corporate Governance, CSR, unethical issues in cross functional areas).
- Analyze and appreciate the ethical dilemmas faced at workplace (Difference between Knowledge and wisdom TQM, Quality of work , Quality of life).
- Create the ability to assess and discriminate,” what is right” ,and ”what is wrong” and apply the concepts of values , ethics in making decisions.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Parul Khanna, Rinku Sanjeev	Ethics and Values in Business Management	ANE Books	2009	978-8180522147	272
D Chakraborty S	Human Values and Ethics: Achieving	Icfai University	2006	978-	483

K Chakraborty	Holistic Excellence	Press		8131403792	
Jyoti Jain	Ethics in Management and Indian Ethos	Garima Publications	2019	978- 9382410638	152
Werhane Patricia	Management Ethics	John Wiley and Sons Ltd	2005	978- 1405135504	168

Course Title: Effective Written Communication

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Module 1- Principles of Effective Writing	4
<ul style="list-style-type: none"> • Web-based Writing • Blogs • Professional Profile on Web 	
Module II – Formal Letter Writing	4
<ul style="list-style-type: none"> • Block Format • Types of Letters • Email 	
Module 3 - Workplace Communication	5
<ul style="list-style-type: none"> • Memos • Notices • Circulars • Agenda • Minutes 	
Module 4–Short Stories	5
<ul style="list-style-type: none"> • The Lady with the Dog – Anton Chekhov • The Flowering Tree – A. K. Ramanujan • <i>The Necklace</i> – Guy de Maupassant • <i>A Fly in Buttermilk</i> – James Baldwin 	

Course Learning Outcomes:

- Students will be able to understand the principles of effective writing.
- Students will be able to understand the essentials of formal letter writing and email.
- Students will be able to comprehend the different formats of written workplace communication.
- Students will be able to comprehend the finer nuances of the English language through a study of iconic pieces categorized in the short story genre.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Urmila Rai and S.M. Rai	Business Communication	Himalaya Publishing House	2002	978-9350247990	-
Sanjay Kumar and Pushp Lata	Communication Skills	Oxford University Press	2011	978-0198069324	656

Course Title: Problem Solving and Creative Thinking

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Unit I: Thinking as a tool for Problem Solving	4
What is thinking: The Mind/Brain/Behavior Critical Thinking and Learning: Making Predictions and Reasoning Memory and Critical Thinking Emotions and Critical Thinking Thinking skills.	
Unit II: Hindrances to Problem Solving Process	5
Perception Expression Emotion Intellect Work environment	
Unit III: Problem Solving and Plan of Action	4
Recognizing and Defining a problem Analyzing the problem (potential causes) Developing possible alternatives Evaluating Solutions Resolution of problem Implementation. Construction of POA Monitoring Reviewing and analyzing the outcome	
Unit IV: Creative Thinking	5
Definition and meaning of creativity The nature of creative thinking Convergent and Divergent thinking Idea generation and evaluation (Brain Storming) Image generation and evaluation Debating The six-phase model of Creative Thinking: ICEDIP model	

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

- practice Problem Solving strategies in their life
- recognize barrier in Problem Solving Process
- apply creative thinking in various situations for problem solving

Text / Reference Books:

Author	Title	Publisher	Year of	ISBN	Pages
--------	-------	-----------	---------	------	-------

			publication		
Michael Stevens	How to Be a Better Problem Solver	Kogan Page	1997	978-0749419011	NA
Geoff Petty	How to be better at creativity	Sultan Chand & Sons	1999	978-9351610434	NA
J.William Pfeiffer	Theories and Models in Applied Behavioural Science	Pfeiffer & Company	1996	NA	NA

Course Title: Written Expression & Comprehension in French

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Unit I:A visit to France	5 Lectures
<ul style="list-style-type: none"> • Visiting different countries. • Visiting different cities. • It's spring time! • Seasons of France • Comparison between seasons of France and India 	
Unit II: let's participate in the class	5 Lectures
<ul style="list-style-type: none"> • Teacher giving orders or instructions in a class • Classmates giving suggestions to each other • Affirmative and negative form of imperative with regular and irregular verbs • Affirmative and negative form of imperative with reflexive verbs 	
Unit III:Reunion of old friends and Let's keep in touch	4 Lectures
<p>Reunion of old friends</p> <ul style="list-style-type: none"> • It's been a long time • Past tense (passé composé) with verb 'Avoir' • Perfect tense (passé composé)with verb 'Etre' • Past tense with reflexive verb • Recent activities (passé récent) • Differentiation between the events of recent past (passé récent) and perfect tense (passé composé) <p>Let's keep in touch</p> <ul style="list-style-type: none"> • Writing an email to your family or friends • Accepting Invitations with short messages • Refusing invitations with short messages 	
Unit IV: Cuisine of France	4 Lectures
<ul style="list-style-type: none"> • French eating habits • Vocabulary of French meals • Party articles with food items 	

<ul style="list-style-type: none"> • Expressions of quantity with food items • Shopping for food • Ordering a meal in a restaurant • Asking questions or queries using interrogative adverbs or interrogations 	
--	--

Course Learning Outcomes: Students will express themselves through dialogues by using different expressions, advanced grammar and vocabulary.

Texts/References:

Author	Title	Publisher	Year	ISBN No	Pages
Christine Andant, ChaterineMetton, Annabelle Nachon, Fabienne Nugue	A Propos - A1 Livre De L'Eleve, Cahier D' Exercices	Langers International Private Limited	2010	978-9380809069	-
Nishtha Sharma and Prabhudh Mishra	Mon livre de français-3	Future kids Publications Private Limited	2018	978-9384837488	200
Nikita Desai, Samapita Dey Sarkar	Apprenons la grammaire ensemble	Langers International Private Limited	2017	978-8193002681	-
Evelyne Sirejols, Giovanna Tempesta	450 Exercices de grammaire - NiveauDébutant	Klett	2002	978-3125298934	-

Course Title: Written Expression & Comprehension in German

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Module I: Leisure time "A Picnic"	5
Descriptors/Topics Accusative prepositions Usage of accusative prepositions Exercise on accusative prepositions	
Module II: Daily Routine: "Mein Tagesablauf" Describing one's daily routine Talking about your hobbies	5
Descriptors/Topics Sentences making using separable verbs and modal verbs Separable verbs & list of separable verbs and their conjugations Sentences making using separable verbs	
Module III: In a Restaurant	4

Descriptors/Topics Introduction to modal verbs Placing an order in a Restaurant using modal verbs A doctor visit, giving an advice using the verb sollen	
Module IV: Fashion and Personality: Aussehen, Persönlichkeit und Mode “Wo kann man in Neustadt?”	4
Descriptors/Topics Adjective endings in nominative Adjective endings in accusative case Coordinating conjunctions – “OSUDA”	

Student Learning Outcomes: The students will be able to:

- Place an order in a restaurant
- Converse with the doctor
- portray their daily routine

Text / Reference Books:

Author	Title	Publisher	Year	ISBN No	Pages
Dora Schulz, Heinz Griesbach	Deutsche Sprachlehre Fur Auslander	Max Hueber Verlag	1984	978-3190010066	315
Hartmut Aufderstrasse, Jutta Muller, Helmut Muller	ThemenAktuell: Glossar Deutsch	Max Hueber Verlag	2003	978-3190816903	259
Giorgio Motta	Wir Plus Grundkurs Deutsch fur Junge Lerner Book German Guide	Goyal Publishers	2011	9788183072120	248

BBA - 3C - IVthSemester

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Fundamentals of Operations Research	Core Course	4	-	-	4
2	Principles of Consumer Behaviour	Core Course	4	-	-	4
3	Research Methodology	Core Course	4	-	-	4
4	Business Laws	Core Course	4	-	-	4
5	Fundamentals of Entrepreneurship	Employability & Skill Enhancement	3	-	-	3
6	E-Commerce in Business	Allied Course	3	-	-	3
7	Values & Ethics for Personal & Professional Development	Value Added Course	1	-	-	1
8	Professional Communication for Recruitment & Employability	Value Added Course	1	-	-	1
9	Foreign Business Language	Value Added Course	1	-	-	1
Total Credits			Min Required: 25			Semester Credits: 25

Course Title: Fundamentals of Operations Research

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit-1 Introduction	18
<ul style="list-style-type: none"> • 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, • 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. 	
Unit-2- Transportation Problem	18
<ul style="list-style-type: none"> • Mathematical model of transportation problem, • Feasible Solution Methods: Northwest Method, Lowest Cost Method, and Vogel's Method, • Optimal Solution: Modified Distribution (MODI) Method, • Unbalanced Transportation Problem and its solution, • Degeneracy and its Resolution, • Multiple optimal solutions, • Maximization transportation problem 	
Unit-3- Assignment Problem	18
<ul style="list-style-type: none"> • Mathematical model of assignment problem, • Hungarian method for solving assignment problem, • Unbalanced assignment Problem and its solution, • Multiple optimal solutions, • Maximization assignment problem, • Restrictions on assignment, • Travelling salesman problem 	
Unit-4- Game Theory; Queuing Theory	18
<ul style="list-style-type: none"> • 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). • 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 & Limitation Poisson of Queuing Model. 	

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:

Author	Title	Publisher	Year of publication	ISBN	Pages
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: Consumer Behaviour

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit I: Introduction to Consumer Behaviour	18
<ul style="list-style-type: none"> • Introduction to Consumer Behaviour (Interdisciplinary Influences). • Consumer Behaviour and marketing Strategy • Market Research and Consumer Behaviour • Applications of consumer behaviour knowledge in marketing. • Research Questions, Hypotheses, and Predictions. • Conducting Literature Reviews. • Choosing a Method in Consumer Behaviour Research Methods: Surveys, Focus Groups, Interviews, Storytelling, Experiments, Observations and Ethnographic Research, Netnography. 	
Unit II: Learning, Attitude & Perception	18
<ul style="list-style-type: none"> • Behavioural Learning Theories & Cognitive Learning Theory. Marketing Applications of Classical Conditioning & Instrumental Conditioning Principles. • Encoding, Storage and Retrieval of Information in memory building. • Understanding Behavioural Outcomes of Habit Formation and Nostalgia. 	

<ul style="list-style-type: none"> • Shaping Consumers' Attitudes towards Brands. Brand Attitude Structure: Consistency Principle; Self-Perception Theory; Social Judgment Theory; Balance Theory. • Attitude Models; Changing Attitudes. Factors Influencing Consumer Perception. • Sensory Thresholds and Sensory Discrimination. • Attention: Perceiving Through 5 Sense Organs (Vision, Hearing, Taste, Smell and Touch). Stimulus Organization. Interpretation Biases. 	
Unit III: Motivation, Personality, Values & External Influences	18
<ul style="list-style-type: none"> • Consumer Motivation. Goals and Emotions. Consumer Involvement. • Consumer Personality (Freudian Theory, Neo-Freudian Theories and Trait Theory). • Addictive Consumption. Brand Personality. Self-Concept, Desired and Undesired Selves, Gender and the Self. • Psychographics. Values and Consumer Behaviour • Culture and Subculture. Reference Groups- Conformity and Independence, Leadership, Social Power. • Social Class Influences on Consumer Behaviour. • The Household Lifecycle and Marketing Strategy. Family Decision Making- Roles, Intergenerational Influences, Power and Gender Dynamics 	
Unit IV: Consumer Decision Making, New Technologies & Consumer Behaviour	18
<ul style="list-style-type: none"> • Problem Recognition & Information Search. Judgment and Decision Making Based on High & Low Effort. • Influence of Retailing Cues on Shopping Perceptions and Behaviour. • Post-Decision Dissonance and Regret. • Product Disposal • Impact of new Technologies on Consumer Adoption - Smart Devices, Wearable Gadgets. • Ecommerce & M - commerce. • Online Social Networks and Brand Communities. The Digital Self. • Ownership and the Sharing Economy. • Artificial Intelligence and Consumer Behaviour. 	

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

- Understand underlying psychological processes that drive human consumption.
- Apply psychological science
- Gain awareness regarding theoretical and technological advances in consumer research
- Evaluate its application in developing consumer insight.

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 industry/organization”. Use SERVQUAL Scale, analyze the data 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, its impact on how firms understand the consumers’ behaviour and submit to the faculty.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Leon G. Schiffman, Joseph Wisenblit	Consumer Behaviour	Pearson Education	2019	9780134734828	478
Quester, Hawkins, Pettigrew, Neal, Grimmer, Davis	Consumer Behaviour: Implications for Marketing Strategy	McGraw-Hill	2010	9780070287099	654
Roger D. Blackwell, Paul W. Miniard, James F. Engel	Consumer Behaviour	Thomson South-Western	2006	9780324271973	774
D. von Winterfeldt, W. Edwards	Decision Analysis and Behavioral Research	Cambridge University Press	1986	9780521273046	604
Alan Bryman	Quantity and Quality in Social Research	Taylor & Francis	2016	9781138145542	208
Margaret Anzul, Margot Ely, Teri Freidman, Diane Garner, Ann McCormack-Steinmetz	Doing Qualitative Research: Circles Within Circles	Taylor & Francis	2003	9781135386634	256

Course Title: Research Methodology

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit I: Nature and Scope of Research Methodology	18
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.	

Unit II: Research Methods and Data Collection Technique	18
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.	
Unit III: Data Analysis Techniques	18
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	
Unit IV: Field Project and Report Writing	18
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	2013	9788122436235	449

		International			
--	--	---------------	--	--	--

Course Title: Business Laws

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit-1 Introduction to Business Law and Company Law	18
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.	
Unit-2 : Indian Contract Act, 1872	18
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.	
Unit-3- Indian Sale of Goods Act, 1930 and Consumer Protection Act 1986	18
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,	
Unit-4- Negotiable Instruments Act, 1881 and Introduction to RTI	18
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

Course Title: Fundamentals of Entrepreneurship

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Basic Concepts of Entrepreneurship	14
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 : Role of entrepreneurship in economic development, Emergence of entrepreneurial class in India, Myths about entrepreneurship	
Unit II: Environmental Monitoring and Importance of Business Idea	13
Motivation to entrepreneurs, Environmental factors affecting entrepreneurship, Creativity and innovation, Sources of Idea, Idea generation techniques: Brainstorming, Reverse brain storming, Brain writing, Focus Group, Checklist method, Attribute listing.	
Unit III: Scanning the Environment	13
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	
Unit IV: Business Plan ,Sources of Capital and Institutional Support for Entrepreneurs	14
An introduction to the Business Plan, Components of Business Plan: Marketing plan, organizational plan, and financial plan. 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.	
--	--

Course Learning Outcomes: By the end of this course, students will 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

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Peter F. Drucker	Innovation and Entrepreneurship	Harper Business	2006	978-0060851132	288
Robert J. Calvin	Entrepreneurial Management	McGraw-Hill	2005	9780071450928	295
Robert D. Hisrich, VelandRamadani	Effective Entrepreneurial Management	Springer Publications	2016	9783319504650	230
Robert D. Hisrich	Entrepreneurship	McGraw-Hill	2007	978-0070620179	591

Course Title: E-Commerce in Business

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction to E-Commerce	14
Concepts and significance of E-commerce; driving forces of E-commerce; E-commerce business models - key elements of a business model and categories; Design and launch of E-commerce website - decisions regarding Selection of hardware and software; Outsourcing Vs in-house development of a website; Functions of ECommerce; Types of E-Commerce; E-Commerce Systems and Prerequisites, Scope of E-	

Commerce, ECommerce Models.	
Unit II: E-Commerce Activities and Operations	13
Various E-Commerce activities; various manpower associated with e-commerce activities; Types of E-Commerce Providers and Vendors; Modes of operations associated with E-Commerce; E-commerce applications in various industries (banking, insurance, payment of utility bills and others), emarketing, e-tailing, online services, e-auctions, online portal, online learning, e-publishing and e-entertainment, online shopping.	
Unit III: Website Designing and Publishing	13
Internet Services, elements, URLs and Internet-Protocols (shopping cart, cookies) Internet Service Protocols(ISP), World Wide Web (www); Portals – steps in designing and developing E-Commerce website, Domain Name System (DNS). Introduction to HTML tags and attributes: Text formatting, fonts, hypertext links, tables, images, lists, forms, cascading style sheets. Online publishing, strategies and approaches.	
Unit IV: E-payment System	14
E-payment Methods- Debit card, Credit card, Smart cards, E-Money, E-Wallets; Digital signatures- procedures and legal position; Payment gateways; Online banking- concepts, importance; Electronic fund transfer; Automated Clearing House. Automated Ledger Posting, Emerging modes and systems of E-payment (M-Paisa, PayPal and other digital currency), UPI Apps, Aadhar Enabled Payment Systems, BHIM App E-payments risks.	

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

- Demonstrate the basic concepts of E-commerce
- Explain various E-commerce Activities & Operations
- Describe the steps in designing and Publishing of website
- Analyse various e-payment systems

List of Professional Skill Development Activities (PSDA):

- Design their own webpage, highlighting their strengths, weaknesses, and prepare their CV. Use the link in their CV while applying for the job
- Create your own website with webpages mentioning E-Commerce types, Web related terminologies and E-Payment Methods.

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Kenneth Laudon , Carol Traver	E-Commerce: Business, Technology and Society	Pearson	2020	978-0134998459	912
Efraim Turban, Jon Outland, David King	Electronic Commerce 2018: A Managerial and Social Networks	Springer	2018	978-3319587141	636

	Perspective				
Kamlesh N. Agarwala	Business on the Net: An Introduction to the 'Whats' and 'Hows' of E-Commerce	Laxmi Publications	2000	9780333934340	80
Kamlesh K. Bajaj, Debjani Nag	E-Commerce	Tata McGraw-Hill Education,	2005	9780367934870	597
H. M. Deitel, P. J. Deitel and K.Steinbuhler	e-Business and e-Commerce for Managers	Prentice-Hall	2001	Prentice-Hall	435

Course Title: Professional Communication for Recruitment & Employability

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Module 1- Employment-related correspondence	4
<ul style="list-style-type: none"> • Résumé Writing • Job Application Letters/ Cover Letters • Difference between CV, Résumé & Bio-Data • Follow-up Letters 	
Module II – Group Discussion	5
<ul style="list-style-type: none"> • Significance of group discussions • Definition, Purpose, and Guidelines of group discussions • Roles in a group discussion • Dos and Don'ts of group discussions 	
Module 3 - Interviews	5
<ul style="list-style-type: none"> • Types and Styles of Interviews • Fundamentals of Facing Interviews • Frequently Asked Questions in Interviews 	
Module 4 – Short Stories	4
<ul style="list-style-type: none"> • The Yellow Wallpaper by Charlotte Perkins Gillman • How Much Land does a Man Need? by Leo Tolstoy 	

Course Learning Outcomes:

- Students will be able to prepare resumes and other job-related correspondence.
- Students will be able to understand the key aspects of an effective group discussion.
- Students will be able to develop their ability to handle the interview process confidently.
- Students will be able to comprehend the finer nuances of the English language through a study of iconic pieces in the short story genre.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages

R. C. Sharma & Krishna Mohan	Business Correspondence and Report Writing: A Practical Approach to Business & Technical Communication	Tata McGraw Hill	2002	9789385965050	568
Ashraf M. Rizvi	Effective Technical Communication	Tata McGraw Hill Press	2007	9780070599529	545
Charles T. Brusaw, Gerald J. Alred & Walter E. Oliu	The Business Writer's Companion	Bedford: St. Martin's Press	2017	9781319044763	480

Course Title: Values & Ethics for Personal & Professional Development

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Unit I: Introduction to Values & Ethics	4
Meaning & its type Relationship between Values and Ethics Its implication in one's life.	
Unit II: Values Clarification & Acceptance	4
Core Values-Respect, Responsibility, Integrity, Resilience, Care, & Harmony Its process-Self Exploration Nurturing Good values	
Unit III: Morality and Ethical practice	5
Difference between morality, ethics & values Significance of moral values Ethical Decision making Challenges in its implementation. Prevention of Corruption & Crime	
Unit IV: Personal & Professional Values	5
Personal values-Empathy, honesty, courage, commitment Professional Values-Work ethics, respect for others Its role in personality development Character building- A "New Self awareness"	

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

- Formulate solution to problems in ethical manner.

- Develop value based insight to deal effectively in Personal & Professional life. Development
- Demonstrate good character and moral value based behavior in various situations.
- Analyse personal values and apply the same in personal and professional space

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Abha Singh	Behavioural Science: Achieving Behavioural Excellence for Success	Wiley	2013	978-8126538027	356

Course Title: French through Communicative Approach

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Unit I: Fond memories	5 Lectures
<ul style="list-style-type: none"> • Revision of earlier modules. • Childhood memories: a text using imparfait. • Conjugation of imparfait. • Exercises based of imparfait. • Conjugation and usage of passé composé with verb 'avoir' • Exercises of passe compose with « avoir ». • Conjugation and usage of passé composé with verb 'être'. • Exercise based on passe copose with « etre » • A memorable celebration - difference between passé composé and imparfait 	
Unit II: Planning for Vacation and In a Hotel	5 Lectures
<p>Planning for Vacation</p> <ul style="list-style-type: none"> • Expressing one self using future tense. • Conjugation of future tense. • Exercises based on future tense. • Future plans: conjugation and usage of simple future tense (exceptional verbs). • Describing continuous actions in present. • Conjugation of present progressive. • Exercises based on present progressive. <p>At the Hotel</p> <ul style="list-style-type: none"> • A foreigner in France - using different negative expressions. • Exercises based on negative expressions. • Hotel reservations. 	
Unit III: Treasures of France	4 Lectures
<ul style="list-style-type: none"> • Usage of COD. • Placement of COD. • Exercises based on COD. • Usage of COI. • Placement of COI. • Exercises based on COI. • Description of famous monuments of France 	
Unit IV: Someone special...	4 Lectures
<ul style="list-style-type: none"> • Changing genders of adjectives. • Exercises based on genders of adjectives. • Changing number of adjectives. • Exercises based on number of adjectives. 	

<ul style="list-style-type: none"> Using more than one adjective with a noun. Exercises based on placement of adjectives. 	
---	--

Course Learning Outcomes: After completing these modules, the students will be able to communicate using negative expressions in French, describe past and future incidents or any situation in any given tense using correct form of adjectives. The student is able to talk about famous monuments of France and communicate with a receptionist for booking a room in a hotel.

Text / Reference Books:

Author	Title	Publisher	Year	ISBN No	Pages
Christine Andant, ChaterineMetton, Annabelle Nachon, Fabienne Nugue	A Propos - A1 Livre De L'Eleve, Cahier D' Exercices	Langers International Private Limited	2010	978- 9380809069	-
Nishtha Sharma and Prabhudh Mishra	Mon livre de français-3	Future kids Publications Private Limited	2018	978- 9384837488	200
Nikita Desai, Samapita Dey Sarkar	Apprenons la grammaire ensemble	Langers International Private Limited	2017	978- 8193002681	-
Evelyne Sirejols, Giovanna Tempesta	450 Exercices de grammaire - NiveauDébutant	Klett	2002	978- 3125298934	-
Collins	Easy Learning French Complete Grammar, Verbs and Vocabulary (3 books in 1)	Collins Dictionaries	2016	978- 0008141721	700

Course Title: Communicative German

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Module I: Festivities and Gifts Birthday Celebration	5
Dative Case Definite and Indefinite Articles in the Dative Case Usage of Dative Case.	

Verb with two objects. Dative Personal Pronouns. Usage of Dative Personal Pronouns	
Module II: A visit to the doctor; Parts of the body	4
Dative Verbs. Usage of Dative Verbs	
Module III: Sending and giving	5
Dative Possessive Pronouns. Usage of Dative Possessive Pronouns. Dative adjective endings.	
Module IV: Winter Vacation	4
Imperative form Usage of Imperative	

Course Learning Outcomes: The students will be able

- To summarize small texts
- Converse with simple vocabulary
- To explain and answer the questions related to directions

Text / Reference Books:

Author	Title	Publisher	Year	ISBN No	Pages
Martin Dullar	Hammer's German Grammar and Usage (Routledge Reference Grammars)	Routledge	2016	978-1138853713	632
Paul Coggle and Heiner Schenke	Complete German	Teach yourself	2012	978-1444177367	408
M Selig	German Made Easy: A New, Practical And Speedy Method For Self-Instruction In The German Language	Kessinger Pub Co	2007	978-1432643584	248

BBA 3C - Vth Semester

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Marketing in Digital Age	Core Course	4	-	-	4
2	Business Strategy	Core Course	4	-	-	4
3	Emerging Markets for International Business	Core Course	4	-	-	4
4	Cloud Computing in Business	SEC	3	-	-	3
5	International Financial Management	SEC	3	-	-	3
6	Fundamentals of International Human Resource Management	SEC	3	-	-	3
7	Documentation and Logistics for International Trade	SEC	3	-	-	3
8	Service Marketing	SEC	3	-	-	3
9	Fundamentals of Project Management	SEC	3	-	-	3
10	India's Foreign Trade	SEC	3	-	-	3
11	Effective Writing and Presentation Skills	Value Added Course	1	-	-	1
12	Group Dynamics and Team Building	Value Added Course	1	-	-	1
13	Foreign Language	Value Added Course	1	-	-	1
14	Summer Internship	NTCC	-	-	-	S/US
	Total Credits		Min Required: 24			Semester Credits: 24

The student are required to choose 03 courses from Elective Courses (SEC)

Course Title: Marketing in Digital Age

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit I: Digital Marketing Fundamentals	18
<ul style="list-style-type: none"> • What is digital marketing? • How is it different from traditional marketing, ROI between Digital and traditional marketing? • New trends and current scenario, Digital marketing a boon or a Bane? • How can digital marketing be a tool of success for companies? • Study and Analysis of recent infographics released by companies about digital marketing? • How did digital marketing help the small companies and top Organisations? • Categorization of digital marketing for the business, SWOT analysis of business, present website and media or promotion plan, Inbound vs Outbound Marketing 	
Unit II: Website Planning and Structure	18
<ul style="list-style-type: none"> • Understanding a website, what is a website, Levels of websites • Diff b/w Blog, Portal and Website • Diff b/w websites: static or dynamic, Domains, Buying a Domain • Website Language & Technology • Core Objective of Website and Flow, • One Page Website, Strategic Design of Home Page • Strategic Design of Products & Services Page • Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page • Call to Action (Real Engagement Happens) • Designing Other Pages, SEO Overview • Google Analytics Tracking Code, Website Auditing, Designing Word press Website • Design a New Website and Promote it using techniques taught. 	
Unit III: Search Engine Marketing and Social Media Optimization (SMO)	18
<ul style="list-style-type: none"> • Introduction to Search Engine Marketing • Tools used for Search engine Marketing • PPC /Google AdWords Tool, Display advertising techniques, Report generation • Search Engine Optimization (SEO) • On page optimization techniques, Off page Optimization techniques • Reports, Email Marketing • Introduction to social Media Marketing • Advanced Facebook Marketing, Word Press blog creation • Twitter marketing, LinkedIn Marketing 	

<ul style="list-style-type: none"> • Google plus marketing • Social Media Analytical Tools • Design a Social Media Campaign to promote Indian Tourism 	
Unit IV: Web Analytics	18
<ul style="list-style-type: none"> • Web Analytics and Integrating with Website • Measurement Metrics • Google Webmaster Tool • Setting up Tool for SEO • Adding and Managing Assets • Integrating WebMaster Tool, Site Map and Site Links • Search Traffic and Links, Google Indexing Managing Crawl Errors • Managing Security Issues • Jobs in Marketing Analytics • Analyse your website using web analytics and suggest strategies to improve the views. 	

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:

Author	Title	Publisher	Year of publication	ISBN	Pages
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	McGraw-Hill Education	2013	9780071819916	352

	Clutter, and Win More Customers by Marketing Less				
Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston	Internet Marketing: Strategy, Implementation and Practice	Prentice Hall/Financial Times	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: Text and Cases	Pearson Prentice Hall	2004	9780131831773	195

Course Title: Business Strategy

L	T	P	Total Credits
4	0	0	4

	Lecture Hours
Unit I: Introduction to Strategic Management	18
<ul style="list-style-type: none"> Introduction to the concepts of Strategy and Strategic Management Overview of Strategic Management Process Classification and levels of Strategy Strategic Intent : Concept of Vision and Mission, Goals, values Business Ethics & Corporate Social Responsibility. 	
Unit II: Strategic Analysis	18
<ul style="list-style-type: none"> External Environmental Analysis Global, National and local influences evaluation under PESTEL approach Industry Analysis using Porter's 5 Forces and 6 Forces models Changing dynamics in the VUCA world ,Value chain Analysis Resource Based View of the Firm-VRIO Framework, Scenario Analysis, SWOT Analysis and TOWS Matrix. 	
Unit III: Strategic Choice: Strategic Implementation and Control	18
<ul style="list-style-type: none"> Corporate Strategies Strickland's Grand Strategy Selection Matrix, Portfolio Analysis using BCG and GE Nine Cell Matrix Ansoff's Product Market Matrix, Porter's Model of Generic 	

<p>Business Strategies</p> <ul style="list-style-type: none"> • Changing dynamics of strategic growth • Technology driven aggregation and large scale consolidation • Resource Reallocation and Organization Structure, processes and system changes for strategic implementation and control, Integration between various levels of strategy • Measuring performance with Balanced Score Card, Problems in measuring performance and establishing strategic controls 	
Unit IV: Strategic Design in a VUCA World-Impact of Technology on Strategy	18
<ul style="list-style-type: none"> • Volatility of Industry Structures and Lifecycle Stages • Defensive and Offensive strategies • Innovation and disruption • Blue Ocean Strategy frameworks and tools • Use of games and simulations for strategy evaluation • Impact of technology, eg Open Sourcing, and Machine Learning (AI) on Strategy formulation and Implementation • Usage of Big Data and Block Chain for Strategic Analysis and Prediction of Outcome 	

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.

List of Professional Skill Development Activities (PSDA):

- Each student shall be given a problem statement to write a research proposal or a synopsis using of tools to evaluate external environment
- Prepare a Report on Contemporary Business organization with use of tools / techniques to determine current and desired strategic positioning

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
AzharKazmi	Strategic Management	McGraw-	2008	9780070263628	735

	and Business Policy	Hill Education			
Johan Hough, Arthur A. Thompson, John E. Gamble, A. J. Strickland	Crafting and Executing Strategy	Pearson Education Limited.	2011	9780077127541	882
Henry Mintzberg , Joseph Lampel , and Bruce Ahlstrand	Strategy Safari: A Guided Tour Through The Wilds of Strategic Management	Simon & Schuster	2005	9780743270571	416
A.G. Lafley , Roger L. Martin	Playing to Win: How Strategy Really Works	Harvard Business Review Press	2013	9780742370175	272

Course Title: Emerging Markets for International Business

L	T	P	Total Credits
4	0	0	4

	Lectures
Module I: Introduction	18
Global Economy: 1850-1914, Global Economy: 1948-1980, Advance Economies, Developing Economies, Emerging Market Economies, The Emerging Markets in the current scenario, Economic Performance, Political Environment , Infrastructure, Market Institutions, and Sophistication of the economy. Ethical issues, Trade and foreign Investment, Demographic characteristics, Market characteristics, Factors effecting international business	
Module II: Opportunities and Challenges of doing Business In Emerging Markets	18
The determinants of the attractiveness of emerging markets -Macroeconomic Dimension That Shape Emerging Markets , Per-capita Income as an indicator of Market Potential, The growth of middle income and rise in consumption level, Growth of mid-sized cities, rural development, Services, technology and telecommunication, inequalities, taking advantage and adopting business models, Business at the bottom of pyramid. Unique challenges of emerging economies Institutional Voids, Political Instability, Weak Intellectual Property Protection , Bureaucracy, Red Tape, and Lack of Transparency , Partner Availability and Qualification, Dominance of Family Conglomerates	
Module III: Strategies for Doing Business in Emerging Markets	18
An overview for the entry in emerging market, Trade based entry strategies, export, Bidding for global tenders, global sourcing and outsourcing, contract based entry strategy, licensing, franchising, technology transfer projects,	

management contracts, Investment entry modes-marketing subsidiaries, joint ventures, wholly owned entry strategy, Factors influencing entry strategy Partnering with Family Conglomerate, Marketing to Governments in Emerging Markets, Skillfully Challenge Emerging Competitors	
Module IV: An analysis of select Emerging Markets	18
BRIC Economies- Brazil, Russia, India, China New frontier economies in Latin America- Mexico, Chile, Peru Emerging economies of CIS countries Emerging economies of Africa	

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

- Develop advanced theoretical, empirical, and historically and geographically grounded knowledge of underdevelopment, International development, and the rise of emerging economies
- Interpret the business environment and its governance in emerging economies
- Synthesise theoretical approaches from international business and management with international development to critically evaluate the role of multinational organisations in development of emerging economies
- Critically engage with current debates in international management with a focus on emerging markets.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Grosse Robert, Meyer Klaus E.,	The Oxford Handbook of Management in Emerging Markets,	Oxford University Press	2018	9780190683948	-
Khanna, Krishna G. Palepu	Winning in Emerging Markets: A Road Map for Strategy and Execution	Harvard Business Press.	2010	9781422166956	247
Cavusgil S Tamer, Ghauri Pervez N, AkcalAyse A	Doing Business in Emerging Markets	SAGE Publications Ltd	2013	9781849201544	416
Mauro Guillen, Esteban Garcia-Canal	“Emerging Markets Rule: Growth Strategies of the New Global Giants”	McGraw Hill Professional	2013	9780071798129	240

L	T	P	Total Credits
---	---	---	----------------------

Course Title: Cloud Computing in Business

3	0	0	3
---	---	---	---

	Lecture Hours
Unit I : Basics of Cloud Computing	14
<ul style="list-style-type: none"> • Cybernetic economy, • Definition Cloud Computing. Cloud Architecture; Benefits and challenges of cloud computing: Financial, Technological, Operational, Environmental, competitive • Role of virtualization in enabling the cloud; Business Agility • Business Applications of Cloud Computing, Advantages and disadvantages • Case Study-I 	
Unit II: Moving into the Cloud&CloudSecurity	14
<ul style="list-style-type: none"> • Steps for moving into the Cloud • Choosing a provider: Cloud Marketplace, Service level agreements, Service Costs Consideration, • Obstacles to adoption, Global Implications of the Cloud • Concepts: Confidentiality, privacy, integrity, authentication, non-repudiation, availability, access control, least privilege; importance in PaaS, IaaS and SaaS. • Risks of Cloud Computing: Internal security, external security, Data protection, Cloud outages, Data loss, Vendor failure, Vendor lock in • Case Study-III 	
Unit III: Cloud Infrastructure	13
<ul style="list-style-type: none"> • Cloud infrastructures; public, private, hybrid. Service provider interfaces; SaaS, PaaS, IaaS. • Global storage management locations, scalability, operational efficiency. • Global storage distribution; Policy based information management; • Case Study-SaaS , PaaS IaaS case studies 	
Unit IV: Applications and Compliance Issues	13
<ul style="list-style-type: none"> • Cloud Marketing, and Applications in Higher education, Consulting, publishing, telecommunication and Call Centres • Responsibility, ownership of data, right to penetration test, local law where data is held, • Examination of modern Security Standards, compliance for the cloud provider vs. compliance for the customer. • Case Study-V 	

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

- Understand various basic concepts related to cloud computing technologies

- Understand the architecture and concept of different cloud models: IaaS, PaaS, SaaS.
- Understand the underlying principle of cloud virtualization, cloud storage, data management and data visualization.
- Understand different cloud programming platforms and tools.

List of Professional Skill Development Activities (PSDA):

1. Visit an organization after fixing an appointment to discover how they have made transition from Managing technology to managing Business Processes by moving onto a cloud. Present it in class in a presentation in group, each member presenting different aspects of organization, technology and processes and cloud features.
2. Research online and find prominent firms who have moved their major operations and processes on cloud. Find out the reasons, the enablers which have motivated their business to adopt the cloud. Write a 3-4 page writeup. You can also support with read business case studies/ business magazine on similar lines. Summarize minimum of 5 different firms with 50 words or 4-5 points per firm.
3. Take up a major or minor process of an organization that is facing a problem of expansion or reaching out the customer in big way. Enumerate how to move that process into the cloud. Present the work in suggestible format below
 - a. Investigation into the process
 - b. Evaluation
 - c. Decision
 - d. Implementation
 - e. Iteration

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Dr Mark I Williams	A Quick Start Guide to Cloud Computing: Moving Your Business into the Cloud	Kogan Page	2010	9780749461300	152
John W. Rittinghouse, James F. Ransome	Cloud Computing: Implementation, Management, and Security	CRC Press	2009	B00GHENBIG	340
Toby Velte,	Cloud Computing, A Practical	McGraw	2009	9780071626941	352

Anthony Velte, Robert C. Elsenpeter	Approach	Hill			
Dimitris N. Chorafas	Cloud Computing Strategies	CRC Press	2010	9781439834534	352
Charles Babcock	Management Strategies for the Cloud Revolution: How Cloud Computing Is Transforming Business and Why You Can't Afford to Be Left Behind	McGraw Hill	2010	9780071740753	272
David Dempsey, Felicity Kelliher	Industry Trends in Cloud Computing: Alternative Business-to-Business Revenue Models	Palgrave Macmillan	2018	B07794MKDR	233
Ronald L. Krutz, Russell Dean Vines	Cloud Security: A Comprehensive Guide to Secure Cloud Computing	John Wiley & Sons	2010	9780470589878	384

Course Title: International Financial Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit-1 Fundamentals of International Finance	14
<ul style="list-style-type: none"> • 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. • Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments. • 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. • 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 	
Unit-2 -Foreign Exchange Markets, Exchange Rate Determination and Currency Derivatives	14
<ul style="list-style-type: none"> • Foreign Exchange Markets: Introduction to Foreign Exchange 	

<p>Markets, Structure of Foreign Exchange Markets, Types of Transactions and Settlement Date, Exchange Rate Quotations and Arbitrage, Forward Quotations.</p> <ul style="list-style-type: none"> • 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 and Offshore Markets, Money Market Instruments). • 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 	
Unit-3- World Financial Markets and Institutions and Risks	13
<ul style="list-style-type: none"> • Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market, and Types of Euro Bonds. • 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. • International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FERA vs. FEMA, Scope and Significance of Foreign Exchange Markets, FDI vs. FPI. • 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 	
Unit-4- Foreign Exchange Risk, Appraisal and Tax Management	13
<ul style="list-style-type: none"> • 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. • International Tax Environment: Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties Doing Business Internationally, Tax Havens, Tax Liabilities. • 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. 	

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 foreign exchange risks and to identify risk management strategies and various risk adjusted models.
- Students will be able to integrate the global developments with competitive global environment.

List of Professional Skill Development Activities (PSDA):

- Forecasting of Exchange rates through a regression model
- 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

Course Title: Fundamentals of International Human Resource Management

L	T	P	Total Credits
3	0	0	3

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

workforce and International HRIS. Managing HR in virtual organization.	
--	--

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

- Understand and analyze various issues and practices pertaining to the major HRM functions within the context of multinational environment.
- Identify and review the skills for recruiting and selecting staff for international assignments.
- 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):

- Field Project on -In group of 3-4 students, study the culture of different countries. They will prepare a report and present it to the class.
- Design a training module - They will design training programs for pre departure and cross-cultural training.
- 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	B001G0OBFS	258

Course Title: Documentation and Logistics for International Trade

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction and Import/ Export Documentation	14
<ul style="list-style-type: none"> • Importance of International Business • Registration formalities for exporters and importers • Processing an Export Order 	

<ul style="list-style-type: none"> • INCO terms • The Harmonized System • Principal and Auxiliary documents used in Export Procedure • Important documents used in Import Procedure • Negotiation of Documents • Role of bank in an Export- Import Transaction 	
Unit II: Methods & Instruments of Payment & Pricing and Methods of Financing Exports	13
<ul style="list-style-type: none"> • Methods of payment in international trade • Introduction to UCP600 • Role of Banks in international trade • Need for Pre-shipment and post shipment finance • Foreign Exchange regulations for international trade 	
Unit III: Customs Clearance of Import & Export Cargo	13
<ul style="list-style-type: none"> • Role of Central Board of Indirect Taxes and Customs and World Customs Organization • Pre shipment inspection • Clearance of Import Cargo • Clearance of Export Cargo • Customs Valuation 	
Unit IV: Shipment of Export Cargo & Technology impact on International Trade	14
<ul style="list-style-type: none"> • Role of intermediaries in exports • Packing, marking, labeling for exports • Modes of transport of export cargo • Containerization and Role of Inland Container Depots • Indian major & minor ports • Need for Marine Insurance • Impact of Technology on movement of goods • International Logistics and AI • Artificial Intelligence and international trade 	

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

- Understand and identify the various documents used for processing export and import orders.
- Identify and evaluate the regulatory regulations in the area of exports and imports.
- Assess and create better understanding on the various terms and conditions of export finance.
- Appraise and assess logistic requirement for international trade and evaluating the best mode of transport as per the product and the destination- country.
- Analyze and understand the international trade of India's.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
--------	-------	-----------	---------------------	------	-------

Thomas E. Johnson	Export/Import Procedures and Documentation	Amacom	2010	978-0814415504	640
G. Albaum	International Marketing and Export Management	Pearson Education	2012	978-8131791189	1021
Michael B. Stroh	A Practical Guide to Transportation and Logistics	Logistics Network Inc	2006	978-0970811516	284
T.A.S. Balgopal	Export Management	Himalaya Publishing House	2016	978-9351422709	384

Course Title: Service Marketing

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Services an Overview	13
<ul style="list-style-type: none"> • Services: concept, characteristics. • Marketing of goods v/s marketing of services. • Significance of services marketing. • Classification of services. • Introduction to service marketing mix; • Role of services sector in economy. • Growth of service - Global and Indian Scenario 	
Unit II: Service Quality Management	14
<ul style="list-style-type: none"> • Concept of service quality. • GAP Model of service quality. • Measuring and improving service quality. • Concept of SERVQUAL system, • Concept of CRM and enhancing quality through it. • Consumer Expectations: Concept. • Factors influencing customer expectation of services. • Managing Customer Satisfaction • Service encounter and moments of truths. • Service failure and recovery. • Service Blueprinting, • Introduction to Six Sigma. 	
Unit III: Service Development & Productivity	13
<ul style="list-style-type: none"> • Managing service operations Physical Evidence and Servicescape. • Concept of productivity and its improvement. 	

<ul style="list-style-type: none"> • Managing demand and capacity: Understanding capacity constraints, • Understanding demand patterns. • Strategies for matching demand and supply. • Consumer decision-making process. 	
Unit IV: Managing Service Personnel, Pricing, Distribution and role of Technology	14
<ul style="list-style-type: none"> • Role of service personnel, Job characteristics, Internal marketing, • Price determinants, pricing modifications. • Approaches to pricing services. • Pricing strategies linking to value definitions. • Channel structures, • Distribution-growth options. • Concept of technology services • Technology enabled service delivery • Implications for self-service and service support • Technology based changes in service industry 	

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):

- **Industry Project Based on Primary Survey:** “Consumer satisfaction with regards to various service quality components for one particular service industry/organization”. Use SERVQUAL Scale, analyze the data 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 submit to the faculty

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler	Services Marketing: Integrating Customer Focus Across the Firm	McGraw Hill	2020	9781526847805	514
Christopher H.	Service	World	2016	9781944659011	800

Lovelock, Jochen Wirtz	Marketing: People, Technology, Strategy	Scientific			
Kenneth E. Clow, David L. Kurtz	Services Marketing	Dreamtech Press	2003	9788177223767	472

Course Title: Fundamentals of Project Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I : Project Management Concepts	13
<ul style="list-style-type: none"> • Concept of project; • Attributes of a project; • Project management life cycle; • Project need identification; • Defining the project scope • Real life Project Phase-1: Concept Exploration 	
Unit II: Planning the Work	14
<ul style="list-style-type: none"> • Work breakdown structure; • Time and cost estimation; • Organization breakdown structure and Project organization; • Cost breakdown structures and Budgeting; • Activity on Arrow Diagram, • Numbering the events (Fulkerson's rule), • Activity on Node Diagram, • Critical Path determination; • Project Gantt Chart; • Detail Project Report; • Project kick-off • Real life Project Phase-2: Initiation and Planning 	
Unit III: Working the Plan	13
<ul style="list-style-type: none"> • Project team; • Leadership and Project Manager; • Communication and Conflicts in projects; • Periodic Progress Review; • Time management; • Project Control using Gantt chart; • Revising the Critical Path and Reallocation of resources • Real life Project Phase-3: Implementation 	
Unit IV: Project Termination	14
<ul style="list-style-type: none"> • Termination processes; • Project handover and commissioning; • Project audit; Project final report; 	

<ul style="list-style-type: none"> • Project closure • Role of IT in Project Management. • Agile Project Management Methodologies • Real life Project Phase-4: Close • “Latest Trends in Project Management” (Industry Expert) 	
---	--

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

- Describe the basic concepts of project management.
- Demonstrate the application of network analysis and project planning tools
- Explain the role of leadership, communication, conflict, time and team management in projects.
- Discuss different activities related to termination of project and role of IT in Project Management.

List of Professional Skill Development Activities (PSDA):

- Develop a Work Break down structure and network diagram for a real-life project.
- Prepare a report on a real-life project.

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Jack R. Meredith, Samuel J. Mantel Jr.	Project Management: A Managerial Approach	John Wiley & Sons	2012	9781118093733	606
Jeffrey K. Pinto	Project Management-Achieving Competitive Advantage	Pearson Education	2020	9789389552034	592
Kathryn Wells, VittalAnantatmula, Timothy Kloppenborg	Contemporary Project Management	South-Western College Publishing	2018	9781337406451	480
John M. Nicholas, Herman Steyn	Project Management for Engineering, Business, and Technology	Butterworth-Heinemann	2011	9780080967042	704
Harold Kerzner	Project Management: A Systems Approach to Planning, Scheduling, and Controlling	Wiley	2017	9781119165354	848

Course Title: India’s Foreign Trade

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
--	----------------------

Unit I: Overview of India's Foreign Trade Policy & Export/ Import Documentation	13
<ul style="list-style-type: none"> • The Foreign Trade (Development & Regulation) Act, Objectives of India's Trade Policy, India's Trade Liberalization. • India's Economic Indicators, Export/Import data & Major Trading partner countries. • How to start an Export/Import business - Import Export Code (IEC), Registration cum Membership Certificate, (RCMC) with appropriate Export Promotion Authority, Role & Types of Export Promotion Councils • Export Documents - Commercial, Financial, Transport, Title, Govt., Insurance, Export Assistance Documents & Certificates used in Exports. 	
Unit II: India's Export - Policy, Schemes & Incentives	13
<ul style="list-style-type: none"> • Fiscal, Financial, Special Schemes & General incentives provided to exporters • Export Promotion Capital Goods Scheme, Advance Authorization, SION, Duty Drawback. • Free Trade Zones & Special Economic Zones - Export-oriented Units, Software Technology Parks., AEZ's etc • Status holders Certificate, Deemed Exports, Project Exports, MDA 	
Unit III: India's Import – Policy, Documentation & Procedures	14
<ul style="list-style-type: none"> • Types of Imports, Basic Import Process, Restrictions on Imports, Import Documents - Licenses & Customs documents for imports. • Basics of Indirect Taxes, Tariff structure and Customs Duties including Anti-Dumping duty, Safeguard duty etc • Concessions and benefits available for certain importers like samples, goods for Exhibitions, Tourists & NRI's 	
Unit IV: EXIM Policy and Benefits to Exporters	14
<ul style="list-style-type: none"> • EXIM Policy- Need & Objectives • Duty Exemption Pass Book Scheme, Export Oriented Units, Export houses, Trading houses, Export Processing Zones • Role of DGFT, Customs & FEMA regulatory compliances. 	

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.

- Identify the key aspects of India's Foreign Trade Policy & Procedures.
- Assess the basics of Import/Export Documentary & Govt. Regulatory compliances.
- Analyze in depth export & import documentation and procedures to venture in international market.
- Explore & evaluate India's Latest Foreign Trade Policy with various Assistance, Promotion Schemes and Incentives that benefit Indian exporters.

List of Professional Skill Development Activities (PSDA):

- Each student will have to submit a detailed analysis of India's latest Export Import Policy.
- 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
Sumati Varma	International Business	Pearson Education	2016	978-9332582682	310
P.K. Khurana	Export Management	Galgotia	2017	978-8185989570	
Dr. Shamsheer Singh	International Business	Galgotia Publishing	2013	81-8218-03401	489
Francis Cherunilam	International Business Environment	Himalaya Publishing	2017	978-9352028795	494
Nabhi	Exporters Manual and Documentation	NABHI Publications,	2001	978-8172744151	1116

Course Title: Effective Writing and Presentation Skills

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Unit I—Key aspects of creative writing	5
<ul style="list-style-type: none"> • Draft an original piece • Refine and complete a piece • Evaluate one's writing • Critique writing in general 	
Unit II—Comprehension Skills	4
<ul style="list-style-type: none"> • Reading Comprehensions – SQ3R Reading techniques • Summarizing and paraphrasing • Précis writing • Listening comprehensions 	
Unit III—Presentation Skills	5

<ul style="list-style-type: none"> • Discussing the Significance of Audio-Visual Aids • Audience and Feedback in presentation skills • Analyzing the significance of non-verbal communication 	
Unit IV-Prose	4
<ul style="list-style-type: none"> • A Christmas Carol by Charles Dickens • The Open Window by Saki 	

Course Learning Outcomes: At the end of this course:

- Students will be able to understand the key aspects of creative writing and enhance their writing skills.
- Students will be able to communicate fluently and sustain comprehension of an extended discourse.
- Students will be able to prepare and present effective presentations aided by ICT tools.
- Students will be able to demonstrate ability to interpret texts and observe the rules of good writing.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Herta Murphy, Herbert Hildebrandt, Jane Thomas	Effective Business Communication	McGraw Hill Education	2017	9780070187757	640
N. Krishnaswamy	Creative Writing for Communication	Laxmi Publications	2017	9789352740383	176
David Morley	The Cambridge Companion to Creative Writing	Cambridge University Press	2012	9781107630475	246

Course Title: Group Dynamics and Team Building

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Unit I: Group Formation	4
Descriptors/Topics DefinitionandCharacteristics Importanceofgroups Classificationofgroups Stagesofgroupformation Benefitsofgroupformation	
Unit II: Group Functions	4
Descriptors/Topics ExternalConditions affecting group functioning: Authority, Structure, Org. Resources, Organizational policies etc. Internal conditions affecting group functioning: Roles, Norms, Conformity, Status, Cohesiveness, Size, Inter group conflict. Group Cohesiveness and Group Conflict Adjustment in Groups	
Unit III: Teams	5

Descriptors/Topics ExternalConditionsaffectinggroupfunctioning:Authority,Structure,Org.Resources,Organizationalpoliciesetc. Internalconditionsaffectinggroupfunctioning:Roles,Norms,Conformity,Status,Cohesiveness,Size,Intergroupconflict. GroupCohesivenessandGroupConflict AdjustmentinGroups Meaningandnatureofteams ExternalandinternalfactorseffectingteamBuildingEffective Teams ConsensusBuilding Collaboration	
Unit IV: Leadership and Power to empower individual and teams	5
Descriptors/Topics Meaning,Nature of leadership Functions of leadership LeadershipstylesinorganizationLeadership inTeams Meaning of Power Types of power RelevanceinorganizationandSociety	

Course Learning Outcomes: On completion of the course the students

- differentiate between group and team
- develop Team spirit
- practice leadership styles and apply situational leadership

Text/Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Koontz Harold & Wehrich Heinz	Essentials of Management	Mc Graw Hill India	2015	978-93-392-2286-4	496
Chandrani Singh & Aditi Khatri	Principles and Practice of Management And Organizational Behaviour	Sage Publications India Private Limited	2016	978-9351508953	456
K. Ashwathappa	Organisational 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,	Organizational	Pearson	2019	978-	800

Timothy A. Judge, Neharika Vohra	Behaviour			007116018 6	
-------------------------------------	-----------	--	--	----------------	--

Course Title: Communicative French

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
Unit I: Two candidates: a difficult choice!	5 Lectures
<ul style="list-style-type: none"> Talking about people/objects Talking about places Comparing two people/objects Comparing possessions and habits Describing events & people; the most / least... Describing Actions- Formation & usage of adverbs Usage of time and place markers 	
Unit II: Shopping in France	4 Lectures
<ul style="list-style-type: none"> Culture & civilization : Shopping in France Culture & civilization : Shops-vocabulary Lets go to the market: Dialogue writing & role plays 	
Unit III: Regrets & Wishes	4 Lectures
<ul style="list-style-type: none"> Expressing wishes/polite requests/suggestions & advice Expressing a possibility Expressing a hypothetical situation 	
Unit IV: Let's go there! And Conversation among family members	5 Lectures
Let's go there! <ul style="list-style-type: none"> Usage of Some/ Any/ It /One – 	

<p>'En'</p> <ul style="list-style-type: none"> • Situation / Movement- 'Y' <p>Conversation among family members</p> <ul style="list-style-type: none"> • Reporting actions & events which happened in the present • Reporting actions & events which happened in the past • Reporting Exclamations & Orders • Reporting Questions 	
---	--

Student Learning Outcomes:

- The students will be able to narrate events using appropriate adjectives.
- The students would be capable to describe the people around them using adjectives. Categorize the shops in France and be able to converse with a shop keeper.
- They will be able to express their wishes and desires in a polite manner.
- The students will be able to converse rapidly by using pronouns instead of repeating nouns. They will also be capable to report events, orders and actions.
- Ability to translate from French to English will be enhanced as vocabulary will be enriched.

Text / Reference Books:

Author	Title	Publisher	Year	ISBN No	Pages
Christine Andant, ChaterineMetton, Annabelle Nachon, Fabienne Nugue	A Propos - A1 Livre De L'Eleve, Cahier D' Exercices	Langers International Private Limited	2010	978-9380809069	
ManjiriKhandekar and Roopa Luktuke	Jumelage - 1 Methode De Fraincais - French	Langers International Private Limited	2020	978-9380809854	
Collins	Easy Learning French Complete Grammar, Verbs and Vocabulary (3 books in 1)	Collins Dictionaries	2016	978-0008141721	700
Michael Magne, Marie-Laure Lions-Olivieri	Version Originale 1: Cahier d'exercices	Maison Des Langues	2010	9788484435617	79

Communicative German - II

L	T	P	Total Credits
1	0	0	1

	Lecture Hours
--	----------------------

Module I: Means of Transport	4
<ul style="list-style-type: none"> • Dative Prepositions: „aus, bei, mit, nach, seit, von, zu, gegenüber“ • Usage of Dative Prepositions. 	
Module II: Apartment and my Room “Wohnung und mein Zimmer”	5
<ul style="list-style-type: none"> • Grammar • Prepositions with accusative and the dative case “Wechselpräpositionen” • Verbs related to “Wechselpräpositionen” like: „stellen, stehen, legen, liegen“ • Usage of “Wechselpräpositionen” • Structures for describing a picture “Auf dem Bild sehen wir.....” 	
Module III: In the City – asking for directions	4
<ul style="list-style-type: none"> • Grammar • Structures: How to ask and give directions: „Gehen Sie links/rechts / geradeaus, usw.“ 	
Module IV: Narrating incidents and stories which happened in the past	5
<ul style="list-style-type: none"> • Grammar • Present perfect tense • Usage of 'sein' and 'haben' in present perfect tense and Past tense (Präteritum) • Strong and weak verbs in Present perfect tense • Usage of Present perfect tense • Present perfect forms of separable, non-separable verbs and auxiliary verbs (Modalverben) 	

Course Learning Outcomes: The students will be able

- To summarize small texts
- Converse with simple vocabulary
- To explain and answer the questions related to directions.

Text / Reference Books:

Author	Title	Publisher	Year	ISBN No	Pages
Ed Swick	Practice Makes Perfect: Complete German Grammar, Premium Second Edition	McGraw Hill	2018	978-1260121650	288
Guy Stern and E F Bleiler	Essential German Grammar	www.bnpublishing.com	2007	978-9562914505	124
Christian Stahl	100 German Short Stories for Beginners	Lulu.com	2018	978-1387832040	186

Paul Coggle , Heiner Schenke	Complete German	Teach Yourself	2012	978- 1444177367	408

BBA 3C - VIth Semester

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Fundamentals of Behavioural Finance	Country Elective	3	-	-	3
2	Brand Management	Country Elective	3	-	-	3

3	International Negotiations and Global Sourcing	Country Elective	3	-	-	3
4	Ethics and Corporate Governance	Country Elective	3	-	-	3
5	International Marketing	Country Elective	3	-	-	3
6	Dissertation	NTCC	4	-	-	4
7	Dissertation	NTCC	3	-	-	3
	Total Credits					Min Required: 22 Semester Credits: 22

Amity 3 Continent Programmes have been designed to provide a unique global exposure to the students through a semester abroad in 2 continents besides Asia. The students spend about 3 months in each of the 2 continents US and UK. The students get a chance to interact with students from other nationalities and form new and rewarding relationships to develop an invaluable network for all times to come. Students get global exposure even before completion of course and an opportunity to explore, imbibe and leverage best practices of 3 Continents. Practical hands-on program allows each participant to learn about the economic environment, business practices, various technologies, customs and traditions of various countries through Country specific reports and prescribed Project work.

Course Title: Fundamentals of Behavioural Finance

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I - Introduction to Behavioral Finance	14
Introduction to Behavioral Finance , EMH –Limitations. Evolution of Behavioural Finance. Difference between Traditional theories, Modern theories and Behavioural Finance. Market Anomalies - Equity premium puzzle, Over-reaction, Under-reaction, Day of the week effect. Paradoxes (Allais and Ellsberg)	
Unit II - The Behavioral Foundations – Role of Information Processing	13
The Behavioral Foundations – Role of Information Processing: Preferred Information Processing – Rational, Intuitive and Dual processing, Bayesian information processing ,Framing, Mental Accounting, Prospect Theory and its application in stock markets, Domain of Gains, Domain of losses.	
Unit III: The Behavioral Foundations – Role of Behavioural antecedents & Group Behaviour	14
The Behavioral Foundations – Role of behavioural antecedents: Role of Emotions, Mood, Sentiments. Emotional Timeline; Emotions and Neuroscience, Role of Demographics, Role of Psychological Dispositions, Limits to Arbitrage, Fundamental risk. The Behavioral Foundations –Group Behaviour: Cognitive Biases, its affect on stock market prices. Social Phenomena is stock market prices, non-event reactions. Dividend effect. Fatal Attractions	
Unit IV: Practical Application	13
Practical Application : Investing Styles and Behavioral Finance; Shadow of the Past. Strategies for overcoming Psychological Biases.	

Course Learning Outcome: On complete of course, students will be able to:

- Understand the concepts of behavioral finance
- Apply these concepts in financial decision making.

- Analyse behavioural antecedents of behaviour to evaluate cognitive biases, social phenomena and investing styles

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Lucy F Ackert, Devas Richard	Understanding Behavioural Finance	Cengage Learning India	2012	978-8131515440	348
Chandra, Prasanna	Behavioural Finance	McGraw-Hill Education	2020	978-9389811285	536
Singh, Ranjit	Behavioural Finance	PHI Learning Pvt Ltd	2019	978-9389347128	216
Plous Scott	The Psychology of Judgment and Decision Making	McGraw-Hill Education	1993	978-0070504776	352
Daniel Kahneman, Paul Slovic, Amos Tversky	Judgment under Uncertainty: Heuristics and Biases	Cambridge University Press	1982	978-0521284141	544

Course Title: Brand Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction	13
<ul style="list-style-type: none"> Meaning and importance of brands. Brands v/s products. 	

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

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

- To identify the role of the branding strategy and its integration with the organization's overall strategy.
- To produce a brand strategy and formulate action plan for implementation.
- To interpret the implications of managing brands for sustainable competitive advantage.
- To evaluate the digital branding strategies and impact of technology.

List of PSDA Activities:

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:

Author	Title	Publisher	Year of publication	ISBN	Pages
Kevin Lane Keller	Strategic Brand Management: Building, Measuring, and Managing Brand Equity	Pearson	2013	9780273779414	590
Jean-Noël Kapferer	The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term	Kogan Page	2004	9780749442835	497
Elliott, Elliott, Percy, Pervan	Strategic Brand Management	Oxford University Press	2015	9780198704201	334
S. Ramesh Kumar	Managing Indian Brands	Vikas Publishing House	2009	9788125913085	487
Daniel Rowles	Digital Branding: A Complete Step-By-Step Guide to Strategy, Tactics, Tools and Measurement	Kogan Page Limited	2022	9781398603189	232

Course Title: International Negotiations & Global Sourcing

L	T	P	Total Credits
3	0	0	3

Lecture Hours	
Unit I: Fundamentals of Negotiation	13
Descriptors/Topics	
<ul style="list-style-type: none"> The nature and importance of Negotiation Dual Concern Framework Strategy and Tactics of Distributive Bargaining Strategy and Tactics of Integrative Negotiation 	

<ul style="list-style-type: none"> • Factors affecting choice of negotiation strategy 	
Unit II: Negotiation Sub Process	13
Descriptors/Topics <ul style="list-style-type: none"> • Negotiation Sub- processes <ul style="list-style-type: none"> ➤ Perception ➤ Cognition and Emotion ➤ Communication ➤ Finding and using negotiation Power. ➤ Ethics in Negotiation ➤ Relationships in Negotiation • Culture and Negotiation 	
Unit III: Introduction to Global Outsourcing;	14
Descriptors/Topics <ul style="list-style-type: none"> • Introduction, Definition, need and relevance of Global Sourcing, • Overview of the global sourcing Marketplace • Drivers, benefits, and risks of global sourcing • Costs associated with global sourcing decisions, • Foreign currency fluctuations, • Tariffs, Free trade zones and Retailing • Managerial issues associated with Global sourcing decisions 	
Unit IV: Country attractiveness for sourcing; Types of Outsourcing; Impact of disruptive technologies on Global Sourcing	14
Descriptors/Topics <ul style="list-style-type: none"> ➤ Criteria for selecting locations: ➤ Costs ➤ Availability of skills ➤ Environment ➤ Quality of infrastructure ➤ Risk profile 	

<ul style="list-style-type: none"> ➤ Market potential ➤ Global sourcing of HR, Marketing, R&D, Technology, Accounting or Finance, Supply Chain Management, Innovation ➤ AI in Outsourcing ➤ e-procurement ➤ e-negotiations ➤ social media collaboration, mobility, cloud computing/storage, and Big Data/analytics etc. 	
---	--

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

- Remember conceptual frameworks and definitions of specific terms of Negotiations and in the field of Global Sourcing
- Understand the role of (a) Negotiation skills in professional life and (b) Global outsourcing in international business management
- Apply negotiation skills for more effective negotiation both within and outside the organization.
- Analyse the factors affecting the choice of location (country attractiveness) in global outsourcing
- Evaluate the buyer-supplier relationships in international context and develop competencies in strategic sourcing, purchasing and import of goods.
- Create solutions for managing conflicting situation in professional life using effective negotiation skills

List of Professional Skill Development Activities (PSDA):

- Case presentation/ Role Play on Effective Negotiation by Group of students on Distributive Bargaining Vs Integrative Bargaining: factors affecting choice of negotiation strategy
- Group of students will select an outsourcing organization viz. any HRO, BPO, TPO, APO etc and analyse its services offered.
- Group of students will study the impact of disruptive technologies on selected outsourcing business.
- Factors affecting choice of location for outsourcing

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Rao, S.L	Negotiation Made Simple: Everyone Must Win	Excel Books	2015	8174464387	226
Oshri, I., Kotlarsky, K., and Willcocks, L.P.,	Handbook of Global Outsourcing and Offshoring	Palgrave Macmillan	2015	1137437421	365
Lacity, M., and Willcocks, L.,	Global Information Technology Outsourcing: Search for Business Advantage	John Wiley & Sons	2001	0471899593	368
Soames, N.,	The Negotiation Book: Practical Steps to Becoming a Master Negotiator	LID Publishing	2017	1911498428	128
Lewicki, Roy J., Bruce Barry, and David M. Saunders	Essentials of Negotiation	McGraw-Hill	2007	0077862465	336

Course Title: Ethics & Corporate Governance

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction	13
Introduction to Business Ethics, ethics, Morals and values, Concepts of Utilitarianism and Universalism- Theory of rights, Theory of justice- Virtue ethics- ethics of care- Law and Ethics- the Nature of Ethics in Management- Business Standards and Values- Value Orientation of the firm.	
Unit II: Issues and Complexities in Business Ethics	14
Environmental Pollution & Society- marketing Ethics (in Products, Pricing, Promotion and Place) and Consumer protection- Ethics in Human Resources Management (Recruitment and promotion policies, Working Conditions, Down Sizing Workforce). Conflicts in decision making from ethical and economic point of view- Ethical Dilemma- Solving ethical dilemma, Managerial integrity and decision making	
Unit III: Corporate Governance ; Internal and External Corporate Governance Mechanism	14
Introduction to Corporate Governance, Features and Importance of	

Corporate Governance, Theories and Models of Corporate Governance, ownership pattern- Issues in Managing public limited firms- Agency problems. Board of Directors- Functional Committees of Board; Code of Conduct, whistle blowers. CSR and Corporate Communication. Regulators, Gate keepers, Institutional Investors, Corporate raiders.	
Unit IV: Recent Trends in Corporate Governance	13
Board Quality & Composition, Executive Compensation, Environmental, Social, & Governance Risk, Kotak Committee recommendations 2018 & Corporate Governance in India.	

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

- Understand nature and importance of Ethics in Business
- Analyze ethical dilemmas in different business situations and apply Ethical principles in decision making
- Understand mechanism of corporate governance and its significance
- Analyze recent trends in Corporate Governance and evaluate the role of Directors in improving corporate governance.
- By completing the course and PSDA, students would be able to evaluate practical implications of ethics and corporate governance in business.
- Create code of ethics and Corporate governance reports

List of PSDA:

- Develop Code of Ethics for a public limited company
- Develop Corporate Governance report for a public limited company
- Case study on Corporate Governance Scams/ Best Practices in Corporate Governance

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

Course Title: International Marketing

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: International Marketing Environment	14
<ul style="list-style-type: none"> • Concept of International Marketing and management orientations • Significance, Opportunities & Challenges • Cultural dynamics & management • Political, Legal & Regulatory Environments • Technological Factors • Entering International Markets 	
Unit II: Analyzing Global Market Opportunities	13
<ul style="list-style-type: none"> • Understanding the Global customers • International Marketing Intelligence • Segmentation, Targeting & Positioning in International Markets • Competitive Analysis & Strategy 	
Unit III: Product & Pricing Strategy for International Markets	14
<ul style="list-style-type: none"> • Product mix for International markets • Standardization Vs Adaptation in International Markets • Product design & packaging for International Markets • Pricing decisions for International markets • Global pricing objectives and strategies • Gray market goods, transfer pricing , dumping and counter trade 	
Unit IV: International Logistics & Promotion	13
<ul style="list-style-type: none"> • International Logistics • Channels of International Distribution • Market Intermediaries • Process of International Marketing Communication • International Promotion Campaign & Tools 	

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

- Identify diverse market opportunities across the globe to create new business opportunities
- Assess the conceptual learning of the various environmental factors affecting global markets
- Analyze the appropriate methods to enter into the International markets
- Understanding and evaluate various e-marketing strategies for International Markets

List of Professional Skill Development Activities (PSDA):

- Each student will have to 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.
- Students will have to 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
Svend Hollensen	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