

Programme Structure, Syllabi, Outline of Tests, and Course of
Reading **under the Faculty of Commerce & Finance**

BBA - 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 | Business Environment | Core Course | 4 | - | - | 4 |
| 5 | Principles of Organizational Behaviour | Core Course | 4 | - | - | 4 |
| 6 | Communication Skills | Value Added Course | 2 | - | - | 2 |
| 7 | Environment Studies - I | Ability Enhancement Course | 2 | - | - | 2 |
| 8 | Punjab Language & Literature-I/History & Culture of Punjab | Ability Enhancement Course | 1 | - | - | 1 |
| | Total Credits | | Min Required: 25 | | | Semester Credits: 25 |

CBA105: Accounting Fundamentals

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

| | Lecture Hours |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Unit-1 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. Classification of accounts, Understanding of Accounting equation. Accounting Cycle including recording of transactions, journalizing, ledger posting. | |
| Unit II: Preparation of Financial Statements for corporate and non-corporate business entities | 18 |
| Preparation of Trial Balance. Types of errors and effect of errors on the Trial Balance. Preparation of financial statements of non-corporate business entities – Profit and Loss Account, Balance Sheet along with adjustments and numerical on the same. Understanding and Preparation of Financial Statements (Schedule III) along with adjustments and numerical on the same. | |
| 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 Issue of Equity Shares and Preference Shares; 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 inter-company holdings. (No numerical) | |
| Unit IV: IT Application in Accountancy, Ethics in Accounting and Business & Contemporary Issues in Accounting | 18 |
| 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. 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. Contemporary Issues in Accounting & Reporting: Human Resource | |

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Accounting, Price Level Accounting, Social Accounting, Green Accounting, Corporate Social Responsibility (CSR) Reporting, Sustainability Reporting, Integrated Reporting | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

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

CBA106: Computers for Managers

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

| | Teaching Hours |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Unit-1 World of Computers | 18 |
| Introduction to world of Computers, Basic Structure of Computer System, Computers in Home (Reference, Education & Communications, Entertainment and Digital Media Delivery, Smart Appliances, Home Computers), Computers in Education, Computers in workplace (productivity and decision making, customer services, communications), Computers on the move (Portable and Hand held computers, Self-Service kiosks, GPS Applications), Generation of Computer, Types of Computer (Size and Technology wise), Support Systems - Hardware and Software, Computer Peripherals, Memory Management. | |
| 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 publication | ISBN | Pages |
|----------------------------------|----------------------------------------------------------|-------------------------|---------------------|---------------|-------|
| Charles Parker, Deborah Morley | Understanding Computers: Today & Tomorrow | CENGAGE | 2014 | 9781285767307 | 440 |
| V. Rajaraman, Neeharika Adabala | Fundamentals of Computers | Prentice Hall India | 2014 | 9788120350670 | 448 |
| Pradeep K. Sinha , Priti Sinha | Computer Fundamentals : Concepts, Systems & Applications | BPB Publications | 2004 | 9788176567527 | 536 |
| Pradip K. Chande, Parag Kulkarni | IT Strategy for Business | Oxford University Press | 2008 | 9780195694475 | 440 |

CBA107: Fundamentals of Economics for Managers

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

| | Teaching Hours |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 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 & draw meaningful inferences from it
- Evaluate cost/ revenue structures/ profitability of business organizations

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

| Author | Title | Publisher | Year of | ISBN | Page |
|--------|-------|-----------|---------|------|------|
|--------|-------|-----------|---------|------|------|

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

CBA108: Business Environment

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

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

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

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

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

List of PSDA Activities:

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

Text / Reference Books:

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

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

HRD101: Principles of Organizational Behavior

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

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

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BBA – IInd Semester

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

Course Title: Principles of Marketing

| L | T | P | Total Credits |
|---|---|---|---------------|
| 4 | 0 | 0 | 4 |

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

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

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

Course Title: Fundamentals of Human Resource Management

| L | T | P | Total Credits |
|---|---|---|---------------|
| 4 | 0 | 0 | 4 |

| | Lecture Hours |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 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 | |

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| <p>Need Assessment program in a changing technological environment</p> <ul style="list-style-type: none"> • 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 (Text and cases) | 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., & Sancheti, D. C. | Business Mathematics, Theory & Applications | S. Chand Publishing | 2014 | 978-8180545382 | - |
| Raghavachari M | Mathematics for Management | Tata McGraw – Hill | 2017 | 978-0070965706 | 528 |
| Sharma J K | Business Mathematics: Theory and Applications | ANE Books | 2009 | 978-8180521836 | 250 |

Course Title: Cost Accounting

| L | T | P | Total Credits |
|---|---|---|---------------|
| 4 | 0 | 0 | 4 |

| | Lecture Hours |
|-----------------------------------------------------------------------|---------------|
| Unit I: Concept and Nature of Cost Accounting | 18 |
| Concept of cost and costing, Importance and features of costing, Cost | |

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

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

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

List of Professional Skill Development Activities (PSDA)

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

Text / Reference Books:

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

Course Title: Business Laws

| L | T | P | Total Credits |
|---|---|---|---------------|
| 4 | 0 | 0 | 4 |

| | Lecture Hours |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 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 |

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| 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 |
|-------------------------|----------------------------|---------------------|------|---------------|-----|

BBA – IIIrd Semester

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

Course Title: Management Accounting

| L | T | P | Total Credits |
|---|---|---|---------------|
| 4 | 0 | 0 | 4 |

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

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

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

List of Professional Skill Development Activities (PSDA)

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

Text / Reference Books:

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

Course Title: Management Information System

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

| | Lecture Hours |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 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, | |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 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 | 97812924 03281 | 648 |
| Ramesh Behl, James A. O'Brien | Management Information Systems | McGraw Hill Education | 2019 | 97893531 64652 | 824 |
| Waman S Jawadekar, Sanjiva Shankar Dubey | Management Information System: Text and Cases | McGraw Hill | 2020 | 97893899 49346 | 768 |
| C.S.V. Murthy | Management | Himalaya | 2017 | 97881848 | 336 |

| | | | | | |
|--|--------------------|------------|--|-------|--|
| | Information System | Publishing | | 82759 | |
|--|--------------------|------------|--|-------|--|

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: Properties, Probability mass function, Constants, Shape, Fitting of binomial distribution, Applications (b) Poisson distribution: Properties, Probability function (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution, Applications (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 | |

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

Course Title: Fundamentals of Production and Operations Management

| | | | |
|----------|----------|----------|----------------------|
| 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: Fundamentals of Entrepreneurship

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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| Unit II: Environmental Monitoring and Importance of Business Idea | 14 |
| Motivation to entrepreneurs, Environmental factors affecting entrepreneurship, Creativity and innovation, Role of Creativity & Innovation in Entrepreneurship, Sources of Idea, Idea generation techniques: Brainstorming, Reverse brain storming, Brain writing, Focus Group, Checklist method, Attribute listing. Objective & Importance of Entrepreneurship Development Cells (EDCs), Entrepreneurial Success Stories, Shark tank simulations, Organizing EDC seminars with entrepreneurs in the region | |
| Unit III: Scanning the Environment & Business Plan | 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 An introduction to the Business Plan, Components of Business Plan: Marketing plan, organizational plan, and financial plan. | |
| Unit IV: Sources of Capital and Institutional Support for Entrepreneurs | 14 |
| Sources of capital: Debt: Commercial banks, Institutional finance, private placement; Equity: personal, friends and family. Angel Financers and Venture capital. MSMED Act 2006, Role of government & its nodal agencies in entrepreneurship development, financial assistance and subsidies offered by government and developmental agencies – DIC, Ministry of MSME, NIESBUD, NSTEED, Technology Development Board, EDII, Atal Innovation Mission. | |

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

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

List of Professional Skill Development Activities (PSDA):

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

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

Text / Reference Books:

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

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

Course Title: E-Business Management

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

BBA – IVth Semester

| S.No | Course Title | Course Type | Credits | | | Credit Units |
|----------------------|--------------------------------------|--------------------------|-------------------------|---|---|-----------------------------|
| | | | L | T | P | |
| 1 | Fundamentals of Financial Management | Core Course | 4 | - | - | 4 |
| 2 | Fundamentals of Operations Research | Core Course | 4 | - | - | 4 |
| 3 | Taxation and Financial Planning | Core Course | 4 | - | - | 4 |
| 4 | Research Methodology | Core Course | 4 | - | - | 4 |
| 5 | Export Management | Allied Course | 3 | - | - | 3 |
| 6 | Web & Social Media Analytics | Industry Specific Course | 3 | - | - | 3 |
| 7 | Individual, Society and Nation | Value Added Course | 1 | - | - | 1 |
| 8 | Analytical Skill Building | Value Added Course | 2 | - | - | 2 |
| 9 | Foreign Business Language | Value Added Course | 1 | - | - | 1 |
| 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 |
| <ul style="list-style-type: none"> 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 |
| <ul style="list-style-type: none"> 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 |
| <ul style="list-style-type: none"> 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 |
| <ul style="list-style-type: none"> Theories for relevance and irrelevance of dividend decision for corporate valuation- Walter’s Model, Gordon’s Model, MM Approach, Forms of dividend payment, types of dividend policies and Determinants of Dividend policy. Value maximization- concept and implications, Economic Value Added (EVA), Market Value Added (MVA).. | |

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

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

List of Professional Skill Development Activities (PSDA):

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

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

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

Course Title: Fundamentals of Operations Research

| | | | |
|---|---|---|---|
| 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 | 97801344444017 | 843 |
| Kapoor, V.K | “Operations Research Techniques for Management | S. Chand Publication | 2013 | 978-8180544019 | - |
| Vohra, N. D. | Quantitative Techniques in Management | McGraw-Hill Education | 2007 | 978-0070146730 | 1080 |
| Hiller & Liberman | Introduction to Operations Research | McGraw-Hill Education | 2017 | 978-9339221850 | 1224 |

Course Title: Taxation and Financial Planning

| L | T | P | Total Credits |
|---|---|---|---------------|
| 4 | 0 | 0 | 4 |

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

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

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

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

List of PSDA:

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

Text / Reference Books:

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

Course Title: Research Methodology

| L | T | P | Total Credits |
|---|---|---|---------------|
| 4 | 0 | 0 | 4 |

| | Lecture Hours |
|---------------------------------------------------------|---------------|
| 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 International | 2013 | 9788122436235 | 449 |

Course Title: Export Management

| L | T | P | Total Credits |
|---|---|---|------------------|
| 3 | 0 | 0 | 3 |

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

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

Course Learning Outcomes: Learning outcomes of this course are –

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

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

Course Title: Web and Social Media Analytics

| | | | |
|----------|----------|----------|----------------------|
| L | T | P | Total Credits |
| 3 | 0 | 0 | 3 |

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

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

Course Learning Outcomes: Learning outcomes of this course are –

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

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

Text / Reference Books:

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

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

BBA - Vth Semester

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

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

Course Title: Managing Global Organizations

| | | | |
|----------|----------|----------|----------------------|
| L | T | P | Total Credits |
| 4 | 0 | 0 | 4 |

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

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

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

facilitate product adaptation to the markets in question.

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

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

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

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

Course Title: Leadership and Team Development

| | | | |
|---|---|---|---|
| 4 | 0 | 0 | 4 |
|---|---|---|---|

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

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

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

Course Title: Corporate Governance and Business Ethics

| L | T | P | Total Credits |
|---|---|---|---------------|
| 4 | 0 | 0 | 4 |

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

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

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

SPECIALIZATION: MARKETING

Course Title: Fundamentals of Consumer Behavior

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

Course Title: Marketing of Services

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

| | Lecture Hours |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 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. • Role of services sector in economy. • Growth of service sector. Services- Global and Indian Scenario. • Introduction to service marketing mix. | |
| Unit II: Consumer Behaviour in Services | 13 |
| <ul style="list-style-type: none"> • Consumer decision-making process. • Consumer Expectations: Concept. • Factors influencing customer expectation of services. • Service encounter and moments of truths. • Managing Customer Satisfaction. • Service failure and recovery. | |
| Unit III: Service Quality & Productivity | 14 |
| <ul style="list-style-type: none"> • Concept of service quality. • GAP Model of service quality. • Measuring and improving service quality. • Managing service operations and operational design for services. • Concept of productivity in service context. • Approaches to improve productivity. • Managing service demand and capacity: Understanding capacity constraints, understanding demand patterns. • Strategies for matching demand and supply. | |
| Unit IV: Managing Service Personnel, Pricing and Distribution | 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. • Role of Technology in Service Delivery <ul style="list-style-type: none"> • Concept of technology services • Technology enabled service delivery • Implications for self service and service support | |

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

| | | | | | |
|--------------------|--------------------------------------|---------------------------------|------|---------------|---|
| Rayan Mahmoud Nouh | Modern E-Services Quality Evaluation | LAP Lambert Academic Publishing | 2012 | 9783844324365 | 1 |
|--------------------|--------------------------------------|---------------------------------|------|---------------|---|

Course Title: Fundamentals of Retailing

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

List of Professional Skill Development Activities (PSDA):

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

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

Text / Reference Books:

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

SPECIALIZATION: FINANCE

Course Title: Financial Services

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

Course Title: Project Planning, Appraisal and Control

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

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

List of PSDA

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

Text / Reference Books:

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

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

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

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|----------|----------|----------|--------------------------|
| L | T | P | Total Credits |
| 3 | 0 | 0 | 3 |

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

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

SPECIALIAZTION: HUMAN RESOURCE

Course Title: Understanding Organization Change and Development

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|----------|----------|----------|----------------------|
| L | T | P | Total Credits |
| 3 | 0 | 0 | 3 |

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

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

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

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

List of Professional Skill Development Activities (PSDA):

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

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

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

Text/Reference Books:

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

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

Course Title: Fundamentals of Training and Development

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|---|---|---|---|
| 3 | 0 | 0 | 3 |
|---|---|---|---|

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

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

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

List of Professional Skill Development Activities (PSDA):

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

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

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

Text/Reference Books:

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

Course Title: Human Resource Planning and Acquisition

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

| | Lecture Hours |
|------------------------------------------------------------------|---------------|
| Unit I: HR Planning, Forecasting, Job Analysis and Design | 14 |

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

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <ul style="list-style-type: none"> • Human resource implications of technological changes • Introduction to SAP human capital management • Introducing Chatbots • Future of the workforce • Expectations from the workforce • Multigenerational workforce | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

Course Learning Outcomes: After completing the course, students will be able to:

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

List of Professional Skill Development Activities (PSDA):

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

Text/Reference Books:

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

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

BBA - VIth Semester

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

Course Title: Public Relations and Corporate Image

| | | | |
|----------|----------|----------|----------------------|
| L | T | P | Total Credits |
| 4 | 0 | 0 | 4 |

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

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

Course Title: Business Policy and Strategic Management

| L | T | P | Total Credits |
|---|---|---|---------------|
| 4 | 0 | 0 | 4 |

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

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

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

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

Text / Reference Books:

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

SPECIALIZATION: MARKETING

Course Title: Advertising and Sales Promotion

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

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

Course Title: Digital Marketing

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

| | Lecture Hours |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Unit I: Digital Marketing Fundamentals | 14 |
| <ul style="list-style-type: none"> Digital marketing- Definition and concept 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. Digital marketing as a tool of success for companies Study and Analysis of recent infographics released by companies about digital marketing Digital marketing with respect to 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 | 14 |
| <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 | |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <ul style="list-style-type: none"> • Call to Action (Real Engagement Happens) • Designing Other Pages, SEO Overview • Google Analytics Tracking Code, Website Auditing, Designing WordPress Website • Design a New Website and Promote it using techniques taught. | |
| Unit III: Search Engine Marketing and Social Media Optimization (SMO) | 13 |
| <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 • Google plus marketing • Social Media Analytical Tools • Design a Social Media Campaign to promote Indian Tourism | |
| Unit IV: Web Analytics | 13 |
| <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 Clutter, and Win More Customers by Marketing Less | McGraw-Hill Education | 2013 | 9780071819916 | 352 |
| Chaffey, Chadwick, Mayer, Johnston | Internet Marketing: Strategy, Implementation and Practice | Prentice Hall | 2009 | 9780273717409 | 702 |
| Judy Strauss, Raymond D. Frost | E-marketing | Taylor & Francis | 2016 | 9781315506517 | 496 |
| Ben Carter, Gregory Brooks, Frank Catalano, Bud E. Smith | Digital Marketing For Dummies | Wiley | 2011 | 9781119997771 | 302 |
| Godfrey Parkin | Digital Marketing: Strategies for Online Success | Fox Chapel Publishing | 2016 | 9781607651956 | 250 |
| Glen L. Urban | Digital Marketing Strategy: | Pearson Prentice | 2004 | 9780131831773 | 195 |

| | | | | | |
|--|----------------|------|--|--|--|
| | Text and Cases | Hall | | | |
|--|----------------|------|--|--|--|

Course Title: Brand Management

| | | | |
|----------|----------|----------|----------------------|
| L | T | P | Total Credits |
| 3 | 0 | 0 | 3 |

| | Lecture Hours |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Unit Introduction | 13 |
| <ul style="list-style-type: none"> • Meaning and importance of brands. • Brands v/s products. • Challenges and opportunities of branding. • Brand management process | |
| Unit II: Brand Equity and Brand Marketing 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, Social media strategies for brand outreach • Role of Digital Brand Manager | |

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

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

List of Professional Skill Development Activities (PSDA):

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

Text / Reference Books:

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

SPECIALIAZATION: FINANCE

Course Title: Advance Corporate Finance

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

List of PSDA

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

Text / Reference Books:

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

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

Course Title: Banking and Financial Institutions

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

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

List of PSDA

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

Text / Reference Books:

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

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

Course Title: International Finance

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

| | Lecture Hours |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 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 | 13 |
| <ul style="list-style-type: none"> • Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions and Settlement Date, Exchange Rate Quotations and Arbitrage, Forward Quotations. • 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 | |

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| and Offshore Markets, Money Market Instruments). | |
| <ul style="list-style-type: none"> • 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 | 14 |
| <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 international foreign exchange markets and derivative markets.

List of Professional Skill Development Activities (PSDA):

1. Forecasting of Exchange rates through a regression model

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

Text / Reference Books:

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

SPECIALIAZATION: Human Resource

Course Title: Fundamentals of International Human Resource Management

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

| | Lecture Hours |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 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 | |

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| <p>HRM, Reasons for emergence of IHRM, Model of IHRM,</p> <ul style="list-style-type: none"> • 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:

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

Demonstrate proficiency in the concept of international human resource management

List of Professional Skill Development Activities (PSDA):

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

Text/Reference Books:

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

Course Title: Managerial Competencies and Career Development

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

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

List of Professional Skill Development Activities (PSDA):

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

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

Text/Reference Books:

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

Course Title: Leadership in Global Environment

| L | T | P | Total Credits |
|---|---|---|---------------|
| 3 | 0 | 0 | 3 |

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

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

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

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

List of Professional Skill Development Activities (PSDA):

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

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

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

Text/Reference Books:

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

