



Program Ordinances (Examination Ordinances)

(same as earlier)

University Vision

Our aim is to be an eminent university that shapes the future by nurturing knowledge and empowering minds.

University Mission

To provide quality higher education through a multidisciplinary approach, promoting research and innovation in all spheres of its activities, and to serve society.

School of Management and Liberal Arts

Vision

To be a distinguished centre of academic excellence that fosters transformative learning in management and liberal arts and contribute meaningfully to society through multidisciplinary education, research, and innovation.

Mission

The School of Management and Liberal Arts is committed to:

- M1:** Providing quality education that blends domain expertise with multidisciplinary perspectives, enabling holistic student development across undergraduate, postgraduate, and doctoral levels
- M2:** Advancing rigorous scholarship and original research through inquiry-based learning and application of knowledge that meets global and societal needs
- M3:** Equipping students with professional competencies, ethical sensibilities, and technological knowledge to navigate dynamic work environments and civic contexts
- M4:** Encouraging cultural awareness, critical thinking, and leadership across diverse socio-economic and global settings

Program Educational Objectives (PEOs)

BBA graduates will be prepared to:

1. **Apply** critical thinking, decision-making, and problem-solving skills to **address** complex business challenges effectively.
2. **Demonstrate** foundational and integrative knowledge of core business domains and their interrelationships.
3. **Evaluate** economic, political, technological, global, and socio-cultural contexts to **make** informed business decisions in dynamic environments.
4. **Exhibit** leadership potential, professional responsibility, and the ability to **collaborate** in diverse team settings.
5. **Communicate** business ideas and strategies effectively through oral and written formats using appropriate technological tools.

Program Outcomes (POs)

At the completion of the BBA program, graduates will be able to:

1. **Demonstrate** competence in fundamental business principles, practices, and contemporary managerial concepts.
2. **Integrate** knowledge across core functional areas such as Marketing, Finance, Human Resources, and Operations.
3. **Interpret** global and socio-economic environments to **formulate** context-sensitive business strategies.
4. **Apply** analytical thinking and structured problem-solving techniques in organizational decision-making.
5. **Communicate** professionally in oral and written forms using ICT and modern business communication technologies.
6. **Analyze** and **interpret** quantitative and qualitative business data for evidence-based decision-making.
7. **Exemplify** ethical behavior, teamwork, and leadership abilities in professional contexts.
8. **Recognize** ethical dilemmas and **respond** responsibly to issues of sustainability, corporate governance, and stakeholder engagement.

Bachelor of Business Administration -BBA / BBA (Hons.)

(Three/ Four Year, Semester Based, Full Time Program)

Bachelor of Business Administration - BBA (Hons. with Research)

(Four Year, Semester Based, Full Time Program)

PROGRAM STRUCTURE			
Programme Curriculum	Credits Recommend ed by NEP	Credits offered by IUU	Courses
Minimum Credits on offer in the BBA Program	120	166	47
The structure of Credit requirements is shown below:			
Total Number of Major Courses (CORE)	60	88	22
Total Number of Minor Courses	22	40	10
Multi-Disciplinary Course (MDC)	09	9	3
Ability Enhancement Courses (AEC)	08	8	4
Skills Enhancement Courses (SEC)	09	9	3
Value Added Courses (VAC)	08	8	4
Summer Internship Project	04	4	1
Discipline Based Specializations: 1. MARKETING MANAGEMENT (MRM) 2. HUMAN RESOURCE MANAGEMENT (HRM) 3. RETAIL MANAGEMENT (RTM) 4. FINANCIAL MANAGEMENT (FIN) 5. INTERNATIONAL BUSINESS MANAGEMENT (IBM) 6. OPERATIONS MANAGEMENT (ORM) 7. BUSINESS ANALYTICS (BAN) 8. LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSC) 9. ENTREPRENEURSHIP (ENT) 10. INFORMATION TECHNOLOGY (IT)			

Bachelor of Business Administration - BBA (Hons.)
(Four-Year, Semester Based, Full Time Program)

PROGRAM STRUCTURE			
Programme Curriculum	Credits Recommended by NEP	Credits offered by IUU	Courses
Minimum Credits on offer in the BBA (Hons.) Program	160	226	63
The structure of Credit requirements is shown below:			
Total Number of Major Courses (CORE)	80	128	32
Total Number of Minor Courses	32	60	16
Multi-Disciplinary Course (MDC)	09	9	3
Ability Enhancement Courses (AEC)	08	8	4
Skills Enhancement Courses (SEC)	09	9	3
Value Added Courses (VAC)	08	8	4
Summer Internship Project	04	4	1
Discipline Based Specializations: 1. MARKETING MANAGEMENT (MRM) 2. HUMAN RESOURCE MANAGEMENT (HRM) 3. RETAIL MANAGEMENT (RTM) 4. FINANCIAL MANAGEMENT (FIN) 5. INTERNATIONAL BUSINESS MANAGEMENT (IBM) 6. OPERATIONS MANAGEMENT (ORM) 7. BUSINESS ANALYTICS (BAN) 8. LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSC) 9. ENTREPRENEURSHIP (ENT) 10. INFORMATION TECHNOLOGY (IT)			

Bachelor of Business Administration - BBA (Hons. With Research)
(Four-Year, Semester Based, Full Time Program)

PROGRAM STRUCTURE			
Programme Curriculum	Credits Recommended by NEP	Credits offered by IUU	Courses
Minimum Credits on offer in the BBA (Hons. With Research) Program	160	226	61
The structure of Credit requirements is shown below:			
Total Number of Major Courses (CORE)	80	120	30
Total Number of Minor Courses	32	56	15
Multi-Disciplinary Course (MDC)	09	9	3
Ability Enhancement Courses (AEC)	08	8	4
Skills Enhancement Courses (SEC)	09	9	3
Value Added Courses (VAC)	08	8	4
Summer Internship Project	04	4	1
Research Project/Dissertation	12	12	1
Discipline Based Specializations: 1. MARKETING MANAGEMENT (MRM) 2. HUMAN RESOURCE MANAGEMENT (HRM) 3. RETAIL MANAGEMENT (RTM) 4. FINANCIAL MANAGEMENT (FIN) 5. INTERNATIONAL BUSINESS MANAGEMENT (IBM) 6. OPERATIONS MANAGEMENT (ORM) 7. BUSINESS ANALYTICS (BAN) 8. LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSC) 9. ENTREPRENEURSHIP (ENT) 10. INFORMATION TECHNOLOGY (IT)			

BBA (Hons.)/BBA (Hons. With Research)
(Semester Based, Full Time Program)
ACADEMIC SESSION 2025-26

PROGRAM CURRICULUM

SEMESTER-I							
S. No.	Course Code	Course Name	Periods			Credits	Category
			L	T	P		
1	BBA 101	Basic Financial Accounting	4	0	0	4	Major
2	BBA 102	Principles of Microeconomics	4	0	0	4	Major
3	BBA 103	Principles of Management	4	0	0	4	Major
4	BBA 104	Legal Aspects of Business	4	0	0	4	Minor
5	BBA 105	Basic Mathematics	3	0	0	3	MDC
6	BBA 106	English Language - I	2	0	0	2	AEC
7	BBA 107 P	MS-Office	0	0	6	3	SEC
8	BBA 108	Application of Artificial Intelligence in Business-I	1	0	2	2	VAC
Total Credits			22	0	8	26	
Contact Hours			30				

SEMESTER-II							
S. No.	Course Code	Course Name	Periods			Credits	Category
			L	T	P		
1	BBA 109	Management Accounting	4	0	0	4	Major
2	BBA 110	Principles of Macroeconomics	4	0	0	4	Major
3	BBA 111	Basics of Marketing	4	0	0	4	Major
4	BBA 112	Human Resource Management	4	0	0	4	Minor
5	BBA 113	Basic Statistics	3	0	0	3	MDC
6	BBA 114 P	English Language - II	0	0	4	2	AEC
7	BBA 115	Fundamentals of Digital Marketing	1	0	4	3	SEC
8	BBA 116	Vivekananda Studies	2	0	0	2	VAC (IKS)
Total Credits			22	0	8	26	
Contact Hours			30				

SEMESTER-III							
S. No.	Course Code	Course Name	Periods			Credits	Category
			L	T	P		
1	BBA 201	Understanding Business Environment	4	0	0	4	Major
2	BBA 202	Fundamentals of Financial Management	4	0	0	4	Major
3	BBA 203	Operations Research	4	0	0	4	Major
4	BBA 204	Essentials of Organizational Behaviour	4	0	0	4	Major
5	BBA 205	Introduction to Business Analytics	4	0	0	4	Minor
6	BBA 206	Financial Institutions	4	0	0	4	Minor
7	BBA207 P	Statistical Software Package	0	0	6	3	SEC
Total Credits			24	0	6	27	
Contact Hours			30				

SEMESTER-IV							
S. No.	Course Code	Course Name	Periods			Credits	Category
			L	T	P		
1	BBA 208	Production and Operations Management	4	0	0	4	Major
2	BBA 209	International Business	4	0	0	4	Major
3	BBA 210	Business Research Methods	4	0	0	4	Major
4	BBA 211	Indian Economy	4	0	0	4	Major
5	BBA 212	Management Information System	4	0	0	4	Minor
6	BBA 213	Company Law	4	0	0	4	Minor
7	BBA 214 P	Business Intelligence using Power BI	0	0	6	3	MDC
Total Credits			24	0	6	27	
Contact Hours			30				

After completion of Semester - IV students will undergo 6-8 weeks Student Internship Program (SIP) in reputed Corporate/Industry. The Internship will be based on the choice and interests of students. It will be based on specialisation areas offered in the curriculum viz. Marketing Management (MRM), Human Resource Management (HRM), Retail Management (RTM), Finance (FIN), International Business (IBM), Operations Management (ORM), Business Analytics (BAN), Logistics and Supply Chain Management (LSC), Entrepreneurship (ENT), & Information Technology (IT) etc. On Completion of Student Internship Program (SIP), a report has to be submitted. Presentation and Viva-Voce will be conducted in **Semester - V** as Course No. **BBA 305**.

SEMESTER-V							
S. No.	Course Code	Course Name	Periods			Credits	Category
			L	T	P		
1		Specialisation-I Core – 1	4	0	0	4	Major (DSC)
2		Specialisation-II Core – 1	4	0	0	4	Major (DSC)
3		Specialisation-I Core – 2	4	0	0	4	Major (DSC)
4		Specialisation-II Core – 2	4	0	0	4	Major (DSC)
5	BBA 301	Entrepreneurship & Start-up Ecosystem	4	0	0	4	Minor
6	BBA 302	Business Policy and Strategy	4	0	0	4	Minor
7	BBA 303 P	English Language- III	0	0	4	2	AEC
8	BBA 304	Management Lessons from Bhagwad Gita	2	0	0	2	VAC (IKS)
9	BBA 305	Student Internship Report and Viva-Voce	0	0	0	4	Internship
Total Credits			26	0	4	32	
Contact Hours			30				

SEMESTER-VI							
S. No.	Course Code	Course Name	Periods			Credits	Category
			L	T	P		
1		Specialisation - I Core – 3	4	0	0	4	Major (DSC)
2		Specialisation - II Core – 3	4	0	0	4	Major (DSC)
3		Specialisation – I Elective - I	4	0	0	4	Major (DSE)
4		Specialisation – II Elective - I	4	0	0	4	Major (DSE)
5	BBA 306	Green Management	4	0	0	4	Minor
6	BBA 307	Business Ethics and Corporate Social Responsibility	4	0	0	4	Minor
7	BBA 308	Application of Artificial Intelligence in Business-II	2	0	0	2	VAC
8	BBA 309 P	English Language - IV	0	0	4	2	AEC

Total Credits	26	0	4	28	
Contact Hours	30				

SEMESTER-VII BBA (Hons.)							
S. No.	Course Code	Course Name	Periods			Credits	Category
			L	T	P		
1	BBAH 401	Fundamentals of Project Management	4	0	0	4	Major (Core)
2		Specialisation – I Elective - II	4	0	0	4	Major (DSE)
3		Specialisation – II Elective - II	4	0	0	4	Major (DSE)
4		Specialisation – I Elective - III	4	0	0	4	Major (DSE)
5		Specialisation – II Elective - III	4	0	0	4	Major (DSE)
6	BBAH 402	Data Analysis using Python & R	4	0	0	4	Minor
7	BBAH 403	Goods & Service Tax	4	0	0	4	Minor
8	BBAH 404	Career Skills	2	0	0	2	Minor
Total Credits			30	0	0	30	
Contact Hours			30				

SEMESTER-VIII BBA (Hons.)							
S. No.	Course Code	Course Name	Periods			Credits	Category
			L	T	P		
1	BBAH 405	Total Quality Management	4	0	0	4	Major (Core)
2	BBAH 406	Data Analysis using E-Views	4	0	0	4	Major (Core)
3	BBAH 407	Economic Policy Analysis	4	0	0	4	Major (Core)
4	BBAH 408	Fintech	4	0	0	4	Minor
5	BBAH 409	Contemporary Business Issues	4	0	0	4	Major (Core)
6	BBAH 410	Technology and Society	4	0	0	4	Major (Core)
7	BBAH 411	Managing Cyber Security in Information Age	4	0	0	4	Minor
8	BBAH 412	Advanced Career Skills	2	0	0	2	Minor
Total Credits			30	0	0	30	
Contact Hours			30				

SEMESTER-VIII (Hons. with Research)							
S. No.	Course Code	Course Name	Periods			Credits	Category
			L	T	P		
1	BBAH 405	Total Quality Management	4	0	0	4	Major (Core)
2	BBAH 406	Data Analysis using E-Views	4	0	0	4	Major (Core)
3	BBAH 407	Economic Policy Analysis	4	0	0	4	Major (Core)
4	BBAH 408	Fintech	4	0	0	4	Minor
5	BBAH 412	Advanced Career Skills	2	0	0	2	Minor
6	BBAH 413	Research Project*	0	0	0	12	Dissertation
		Total Credits	18	0	0	30	
Contact Hours			18				
*In the Eighth Semester of ‘BBA Hons. with Research’ the student will work on a Research Project (12 Credit) under an internal supervisor. On completion the student will submit the research project report for evaluation along with viva-voce.							

LIST OF COURSES UNDER DIFFERENT SPECIALISATION AREAS

PROGRAM OFFERS A DUAL SPECIALISATION:

(STUDENTS CAN CHOOSE TWO SPECIALISATION AREAS FROM THE LIST BELOW)

SPECIALIZATIONS OFFERED

NAME (ABBREVIATION)

1. MARKETING MANAGEMENT (MRM)
2. HUMAN RESOURCE MANAGEMENT (HRM)
3. RETAIL MANAGEMENT (RTM)
4. FINANCIAL MANAGEMENT (FIN)
5. INTERNATIONAL BUSINESS MANAGEMENT (IBM)
6. OPERATIONS MANAGEMENT (ORM)
7. BUSINESS ANALYTICS (BAN)
8. LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSC)
9. ENTREPRENEURSHIP (ENT)
10. INFORMATION TECHNOLOGY (IT)

1. MARKETING MANAGEMENT (MRM)

MARKETING MANAGEMENT			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	MRM 01 C	Product and Brand Management	4	0	0	4
2	MRM 02 C	Consumer Behaviour	4	0	0	4
3	MRM 03 C	Marketing of Services	4	0	0	4
ELECTIVE COURSES						
1	MRM 04 E	Integrated Marketing Communication	4	0	0	4
2	MRM 05 E	Search Engine Marketing and SEO	4	0	0	4
3	MRM 06 E	Sales and Sales Force Management	4	0	0	4
4	MRM 07 E	B2B Marketing	4	0	0	4
5	MRM 08 E	International Marketing	4	0	0	4

2. HUMAN RESOURCE MANAGEMENT (HRM)

HUMAN RESOURCE MANAGEMENT			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	HRM 01 C	Performance Management and Appraisal	4	0	0	4
2	HRM 02 C	Industrial Relations and Labor Law	4	0	0	4
3	HRM 03 C	Emotional Intelligence and Managerial Effectiveness	4	0	0	4
ELECTIVE COURSES						
1	HRM 04 E	Principles of Leadership	4	0	0	4
2	HRM 05 E	Human Resource Planning and Development	4	0	0	4
3	HRM 06 E	Training and Development	4	0	0	4
4	HRM 07 E	Talent Management	4	0	0	4

3. RETAIL MANAGEMENT (RTM)

RETAIL MANAGEMENT			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	RTM 01 C	Retail Store Management	4	0	0	4
2	RTM 02 C	Retail Sales and Category Management	4	0	0	4
3	RTM 03 C	E-Retailing	4	0	0	4
ELECTIVE COURSES						
1	RTM 04 E	Retail Branding and CRM	4	0	0	4
2	RTM 05 E	Retail Supply Chain Management	4	0	0	4
3	RTM 06 E	Space Planning and Mall Management	4	0	0	4
4	RTM 07 E	International Retail Management	4	0	0	4
5	RTM 08 E	Mall Dynamics and Management	4	0	0	4
6	RTM 09 E	Retail Marketing	4	0	0	4

4. FINANCIAL MANAGEMENT (FIN)

FINANCIAL MANAGEMENT			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	FIN 01 C	Investment Management	4	0	0	4
2	FIN 02 C	International Financial Management	4	0	0	4
3	FIN 03 C	Equity Derivative	4	0	0	4
ELECTIVE COURSES						
1	FIN 04 E	Personal Tax Planning and Tax Management	4	0	0	4
2	FIN 05 E	Environmental, Social and Governance (ESG) Investing	4	0	0	4
3	FIN 06 E	Banking and Insurance	4	0	0	4
4	FIN 07 E	Behavioral Finance	4	0	0	4
5	FIN 08 E	Corporate Risk Management	4	0	0	4
6	FIN 09 E	Financial Analytics	4	0	0	4

5. INTERNATIONAL BUSINESS MANAGEMENT (IBM)

INTERNATIONAL BUSINESS MANAGEMENT			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	IBM 01 C	Intercultural Management	4	0	0	4
2	IBM 02 C	International Trade & Export Management	4	0	0	4
3	IBM 03 C	International Marketing	4	0	0	4
ELECTIVE COURSES						
1	IBM 04 E	Foreign Exchange Management	4	0	0	4
2	IBM 05 E	International Human Resource Management	4	0	0	4
3	IBM 06 E	International Trade Law	4	0	0	4
4	IBM 07 E	International Financial Management	4	0	0	4

6. OPERATIONS MANAGEMENT(ORM)

OPERATIONS MANAGEMENT			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	ORM 01 C	Supply Chain Management	4	0	0	4
2	ORM 02 C	Service Operations Management	4	0	0	4
3	ORM 03 C	Lean Manufacturing	4	0	0	4
ELECTIVE COURSES						
1	ORM 04 E	Total Quality Management	4	0	0	4
2	ORM 05 E	Operations Strategy	4	0	0	4
3	ORM 06 E	Strategic Sourcing and Procurement	4	0	0	4

7. BUSINESS ANALYTICS (BAN)

BUSINESS ANALYTICS			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	BAN 01 C	Data Analytics with R	4	0	0	4
2	BAN 02 C	Business Intelligence and Data Warehousing	4	0	0	4
3	BAN 03 C	Data Mining and Machine Learning	4	0	0	4
ELECTIVE COURSES						
1	BAN 04 E	Business Intelligence concepts, tools, and applications	4	0	0	4
2	BAN 05 E	Financial Analytics	4	0	0	4
3	BAN 06 E	Big Data Analytics	4	0	0	4
4	BAN 07 E	Marketing Analytics	4	0	0	4
5	BAN 08 E	HR Analytics	4	0	0	4

8. LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSC)

LOGISTICS AND SUPPLY CHAIN MANAGEMENT			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	LSC 01 C	Supply Chain Management	4	0	0	4
2	LSC 02 C	Logistics Management	4	0	0	4
3	LSC 03 C	Modelling for Decision Making in Supply Chain	4	0	0	4
ELECTIVE COURSES						
1	LSC 04 E	Global Supply Chain & Logistics	4	0	0	4
2	LSC 05 E	Shipping & Warehousing Management	4	0	0	4
3	LSC 06 E	Logistics and Supply Chain Information System	4	0	0	4

9. ENTREPRENEURSHIP (ENT)

ENTREPRENEURSHIP			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	ENT 01 C	Entrepreneurship Development	4	0	0	4
2	ENT 02 C	Family Business Management	4	0	0	4
3	ENT 03 C	Feasibility Study & Business Plan	4	0	0	4
ELECTIVE COURSES						
1	ENT 04 E	Start-up Ecosystem in India	4	0	0	4
2	ENT 05 E	Entrepreneurial Marketing	4	0	0	4
3	ENT 06 E	Entrepreneurial Finance	4	0	0	4

10. INFORMATION TECHNOLOGY (IT)

INFORMATION TECHNOLOGY			Periods			Credits
S. No.	Course Code	Course Name	L	T	P	
CORE COURSES						
1	IT 01 C	Database Management System	4	0	0	4
2	IT 02 C	Digital Business Management	4	0	0	4
3	IT 03 C	Business Intelligence and Applications	4	0	0	4
ELECTIVE COURSES						
1	IT 04 E	Web Technologies	4	0	0	4
2	IT 05 E	Cyber Security and Risk management	4	0	0	4
3	IT 06 E	Knowledge Management and Information system	4	0	0	4
4	IT 07 E	Data Mining and Data Warehousing	4	0	0	4
5	IT 08 E	Python for Managers	4	0	0	4

PROGRAM SYLLABI

SEMESTER – I

Course: BASIC FINANCIAL ACCOUNTING			Semester: I
Course Code: BBA 101	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Define bookkeeping and accounting along with accounting process. 2. Describe the main elements of financial accounting information, assets, liabilities, revenue and expenses, along with subsidiary books. 3. Understand the preparation of financial statements, Trading Account, Profit & Loss Account and Balance Sheet. 4. Explain various Indian accounting standards, IFRS and preparation of depreciation accounting. 5. Learn various types of financial statement analysis. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction & Accounting Process: Introduction to Basic Financial Accounting and Green Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information, Indian Accounting Standards (Ind AS). The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in Three Column Cash Book. An Overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts	13
	2.	Preparation of Financial Statements: Preparation of Financial Statements: Preparing Trading Account, Profit and Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Preparation of Cash Flow Statement as per AS-3 (revised). Understanding the Contents of a Corporate Annual Report	11
	3.	Accounting Standards (AS): Indian Accounting Standards: Concept, Benefits, Procedure for Issuing Indian Accounting Standard in India, Salient Features of Indian AS issued by ICAI. International Financial Reporting Standards (IFRS): Features, Uses and Objective of IFRS, IFRS Issued by IASB and Concept of Harmonisation and Convergence, Obstacle in Convergence	10
	4.	Depreciation Accounting: Introduction, Causes, Methods for providing Depreciation	10

	5.	Financial Statements Analysis: Analysing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the Perspective of Different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis	16
		Total Hours	60
TEXT BOOK	1. Anthony R. N., Hawkins D. F., and Merchant K. A.; <i>Accounting Text and Cases</i> ; McGraw Gill.		
REFERENCE BOOK/ SUGGESTED READING	1. Maheshwari, S.N. and Maheshwari, S. K.; <i>Financial Accounting</i> ; Sultan Chand and Sons 2. Grewal T. S.; <i>Double Entry Bookkeeping</i> ; Sultan Chand and Sons 3. Gupta, R.L.; <i>Advanced Accounting</i> ; Sultan Chand and Sons 4. Bhattacharya, A.; <i>Essentials of Financial Accounting</i> ; Pearson Education 5. J. R. Monga; <i>Financial Accounting: Concepts and Applications</i> ; Mayur Paperbacks		

Course: PRINCIPLES OF MICROECONOMICS			Semester: I
Course Code: BBA 102	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with basic microeconomic concepts which will enable them to apply the economic reasoning, analyze various business problems and to provide solutions.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the basic concepts of microeconomics and societies' use of limited resources in decision making. 2. Apply economic reasoning, analyze various business problems and provide solutions. 3. Identify why consumers choose to spend their money and on what and why. 4. Develop basic knowledge about economics concepts used in microeconomics. 5. Learn how and why individuals make certain financial decisions. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Nature and Scope of Microeconomics, Demand: Law of Demand, Demand Curve, Determinants of Demand, and Elasticity of Demand, Supply: Law of Supply, Supply Curve, and Determinants of Supply, Equilibrium	10
	2.	Theory of Consumer Behaviour: Utility: Cardinal and Ordinal Utility, Diminishing Marginal Utility, Indifference Curve Analysis, Consumer's Equilibrium, Price-Consumption Curve, Income-Consumption Curve and Engel Curve, Price, Income and Substitution Effects, Consumer Surplus	12
	3.	Theory of Production and Cost: Production Function, Factors of Production, Law of Variable Proportion, Returns to Scale, Revenue Curves, Total Revenue, Average Revenue and Marginal Revenue, Cost: Classification of Cost, Long Run and Short Run Cost Curves	12
	4.	Market Structure: Perfect competition: Basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry; monopoly: basic features, short run equilibrium, long run equilibrium, Price Discrimination; monopolistic competition: basic features, short run equilibrium, long run equilibrium; oligopoly: kinked demand curve model.	14
	5.	Theory of Distribution: Marginal Theory of Distribution and Modern Theory, Determination of Wages, Ricardian Theory of Rent, Quasi Rent.	12

		Total Hours	60
TEXT BOOK	1. Pindyck, R. S., Rubinfeld, D.L. and Mehta, P. L.; <i>Microeconomics</i> ; Pearson Education 2. Salvatore, D.; <i>Microeconomic Theory</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Samuelson, P.A. and Nordhaus, W.D.; <i>Economics</i> ; McGraw Hill 2. Browning, E.K., and Browning J.M.; <i>Microeconomic Theory and Applications</i> ; Kalyani Publishers 3. Mankiw, N. G.; <i>Principles of Microeconomics</i> ; Cengage Learning 4. Koutsoyiannis, A.; <i>Modern Microeconomics</i> ; Macmillan		

Course: PRINCIPLES OF MANAGEMENT			Semester: I
Course Code: BBA 103	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with basic principles and functions of management and professional challenges that a manager faces in various organizations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the foundational theories in management. 2. Demonstrate the understanding of planning and decision-making activities in management. 3. Understand the organising function in management. 4. Organize the human resource management activities in an organization. 5. Understand the motivation and leadership theories in management. 6. Understand the process and techniques of controlling function in management. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Management: Nature and significance of Management, Management as Science or Art, Evolution of Management Thought: Early Classical Approaches – Scientific Management, Administrative Management, Bureaucracy, Neo-Classical Approaches – Human Relations Movement, Behavioral Approaches, Modern Approaches – Quantitative Approach; Systems Approach; Contingency Approach, Indian Vs western Management, Indian Values in Modern Management.	8
	2.	Planning: Meaning, Need and Importance, Planning types: Missions or Purposes, Objectives and Goals, Procedures and Rules, Programs and Budgets, Strategies and Policies, Steps in Planning, Objectives, Management by Objectives, Planning Premises, Strategic Planning Process, Forecasting: Need and Techniques, Decision Making: Types, Importance, Process and Limitations of Rational Decision Making, and Techniques of Decision Making, Decision Making under Certainty, Uncertainty, and Risk	12
	3.	Organising: Concept of Organising and its Process, Formal and Informal Organisations, Basic issues in Organising – Work Specialisation, Chain of Command, Span of Management, Centralisation v/s Decentralisation, Organisation Structures-bases for departmentalisation, Line and Staff relationship, Delegation of Authority, Organisation Charts, Organisation Culture: Managing multi- ethnic workforce	10
	4.	Staffing: Definition of Staffing, Systems Approach to Staffing and Human Resource Management, Manpower Planning, Job Design,	8

		Recruitment and Selection, Training and Development, Performance appraisal	
	5.	Leading: i. Motivation: Concept, Theories of Motivation: McGregor's 'Theory X' and 'Theory Y', Maslow's Hierarchy of Needs, Herzberg's Motivation- Hygiene Theory, Expectancy Theory, Goal Setting Theory. ii. Leadership: Meaning, Styles, Qualities and Functions of a Leader, Situational or Contingency Approaches to Leadership, Transactional and Transformational Leadership.	12
	6.	Controlling: Concept, Nature, Importance, and Process of controlling, Controlling as a feedback system, Feed forward or Preventive Control, Total Quality Control, Requirements of Effective Control, Major Techniques of Controlling; Budgetary and Non-Budgetary Control Devices.	10
		Total Hours	60
TEXT BOOK	1. Koontz, H. and Weihrich, H.; <i>Essentials of Management</i> ; McGraw Hill. 2. L.M. Prasad., Principles of Management		
REFERENCE BOOK/ SUGGESTED READING	1. Robbins, S.P, Coulter, M. and Vohra, N.; <i>Management</i> ; Pearson Education 2. Stephens P. Robbins and Madhushru Nand, Agrawal; <i>Fundamentals of Management</i> , Pearson Education		

Course: LEGAL ASPECTS OF BUSINESS			Semester: I
Course Code: BBA 104	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with major provisions of major laws excluding Company Law which affects business at large.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Explain the applicability of Indian Contract Act 1872 and its types, essentials of a valid contract, enforcement of contract and its legality, rights and obligations of the different parties. 2. Explain the scope & objective, Term of Goods Sale of Goods Act 1930, meaning of Contract of sale, Ownership, delivery and transfer of goods, Right and duties of the parties. 3. Explain the applicability of Partnership Act 1932, & LLP 2008 concept of partnership, who can be a partner, effect of registration and related legal aspect of partnership firm & LLP. 4. Explain the meaning, types, creation, cancellation, endorsement, alteration of negotiable instrument and its effect as per The Negotiable Instrument Act 1881. 5. Explain the applicability of "Right to Information Act 2005", Importance of right of information and its procedure, Rights and obligation of public information officer 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	The Indian Contract Act, 1872: Meaning and Essentials of Contract; Kinds of Contract- based on: Validity, Formation and Performance, Law Relating to Offer and Acceptance, Consideration, Competency to Contract, Free Consent, Void Agreements, Quasi Contract, Performance of Contracts, Discharge of Contracts, Breach of Contracts and their remedies, Special Contracts: Contract of Indemnity and Guarantee, Bailment and Pledge, and Agency	17
	2.	The Sale of Goods Act, 1930: Contract of Sale: Meaning and Difference Between Sale and Agreement to Sell, Conditions and Warranties, Transfer of Ownership in Goods including Sale by Non-Owners, Performance of Contract of Sale, Doctrine of Caveat Emptor Unpaid Seller: Meaning and Rights of an Unpaid Seller Against the Goods and the Buyer	10
	3.	Law of Partnership, 1932 <ol style="list-style-type: none"> i. Definition and Nature of Partnership, Rights and Duties of Partner, Registration of Partnership, Status of a Minor, Effects of Non-Registration, Dissolution of a Partnership: Major Provisions. ii. Introduction to Limited Liability Partnership Act 2008, Difference between Partnership and Limited Liability Partnership, Procedure of Registration of Limited Liability Partnership, Major provisions for Dissolution of Limited Liability Partnership 	13

	4.	The Negotiable Instruments Act, 1881: Meaning & Types of Negotiable instruments, Presentment, Endorsements, Crossing of cheque, Material alteration and its effect. Provisions relating to Payment and Collection of cheques. Dishonour of cheque and remedies available.	12
	5.	The Right to Information Act 2005: Salient Features and Scope of the Act, Definition of Terms; Informant, Information, Right, Record, Public Authority; Obligations of Public Authorities, Requesting Information and Functions of PIO	08
		Total Hours	60
TEXT BOOK	1. Kuchhal, M.C., and Kuchhal, Vivek; <i>Business Law</i> ; Vikas Publishing House		
REFERENCE BOOK/ SUGGESTED READING	1. Singh, Avtar; <i>The Principles of Mercantile Law</i> , Eastern Book Company 2. Kumar, Ravinder; <i>Legal Aspects of Business</i> ; Cengage Learning, 04 th Edition. 3. Maheshwari, S. K. and Maheshwari, S. N; <i>Business Law</i> ; National Publishing House. 4. Gogana, P.P.S.; <i>Business Law</i> ; Vikas Publication House		

Course: BASIC MATHEMATICS			Semester: I
Course Code: BBA 105	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with Basic Mathematics and its Applications in Business.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the important role math plays in all facets of the business world. 2. Do mathematical computations. 3. Use various formulas for interest to solve problems involving simple and compound interest, present value, future value and discounts. 4. Understand and calculate annuities, perpetuities and capitalized cost. 5. Understand matrices, determinants, calculus and their applications to solve business problems. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Financial Mathematics: Rates of Interest: Nominal, Effective and their Inter-Relationships in different compounding situations, Compounding and Discounting of a sum using different types of Rates, Types of Annuities: Ordinary, Due, Deferred, Continuous, and Perpetual, and their Future and Present Values using different types of rates of interest.	08
	2.	Matrices and Determinants: Introduction of matrices , properties of matrices, Algebra of Matrices, Inverse of a Matrix, Solution of System of Linear Equations (having Unique solution and involving not more than three variables) using Matrices, Application of matrices in business problems.	10
	3.	Logarithm and Set Theory: Definition of Set, methods of defining sets, Types of Sets, Subsets and their Properties, Compliment of a Set, Operations of Sets, Algebra of Sets, Logarithms: Definition, and Fundamental Properties of Logarithm, Base changing Formula, Problem Solving without using Log Tables, Application of logarithms in business problems.	10
	4.	Calculus I: Mathematical Functions and their types: Linear, Quadratic, Polynomial, Exponential, Logarithmic and Logistic Functions, Concept and Rules of Differentiation, Concept of Derivative as Rate of Change, Maxima and Minima involving Second or Higher Order Derivatives	09
	5.	Calculus II: Integration, Standard Forms, Methods of Integration: By substitution, by parts, and by use of Partial Fractions, Basic idea of Definite Integration. Business applications of integration.	08
		Total Hours	45
TEXT BOOK	1. Mizrahi and Sullivan, J.; <i>Mathematics for Business Finance and Economics</i> ; Wiley		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Dowling, E.T.; <i>Applied Mathematics</i>; McGraw Hill 2. Budnick, P.; <i>Theory and Problems of Mathematics of Finance</i>; McGraw Hill 3. Ayres, F. Jr.; <i>Mathematics for Economics and Finance</i>; McGraw Hill 		

Course: ENGLISH LANGUAGE-I			Semester: I
Course Code: BBA 106	L T P	2 0 0	Credits: 2

OBJECTIVE	To enhance students' ability to communicate effectively in the business world with special focus on writing and speaking skills. Students will develop effective speaking skills and learn to draft formal documents. They will also develop relevant soft skills in order to be effective in the corporate world.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Demonstrate skills related to the corporate world. 2. Learn the basics of formal communication. 3. Develop other essential skills required for the smooth functioning of any organization. 4. Demonstrate an understanding of global perspectives of business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Effective Communication: <ol style="list-style-type: none"> a. What is effective communication? Informal conversation vs formal expression. Barriers to effective communication and ways to overcome them. b. The importance of correct grammar: tenses, articles, concord, voice, direct and indirect speech, types of sentences, punctuation. c. Roleplaying: workplace scenarios and wordless conversation 	7
	2	Composition: <ol style="list-style-type: none"> a. Paragraph writing b. Note making c. Precis writing d. Comprehension 	8
	3	Vocabulary: <ol style="list-style-type: none"> a. Synonyms b. Antonyms c. One word substitution d. Homophones e. Activities: word association challenge, synonym and antonym relay, and vocabulary storytelling 	7
	4	Business Correspondence: <ol style="list-style-type: none"> a. What is business correspondence? b. Types of business correspondence: <ol style="list-style-type: none"> i. Letters: Enquiry, Quotation, Order, Instructions, Sales, Credit, Complaint, Adjustment, and Collection. ii. Notice iii. Agenda 	8

		iv. Minutes v. Memorandum vi. Job application letters: Cover letter, Resume, Biodata and C.V.	
		Total Hours	30
TEXTBOOK	1. Chaturvedi, Courtland L., Bovee J.V, Thill, Mukesh; Business Communication Today, Pearson 2. Wren, and Martin. <i>High School English Grammar & Composition</i> , Wren & Martin. S. Chand Publishing.		
REFERENCE BOOK/ SUGGESTED READING	1. Rentz, Flatley and Lentz, Lesikar's <i>Business Communication: Connecting in a Digital World</i> , New York. McGraw-Hill Irwin. 2. Edmund H Weiss: <i>Writing Remedies: Practical Exercises for Technical Writing</i> . Universities Press, Hyderabad 3. Ronald E. Duleck and John S. Fielden.; <i>Principles of Business Communication</i> . Macmillan.		

Course: MS-OFFICE			Semester: I
Course Code:	BBA 107 P	L T P	0 0 6
Credits:	3		
OBJECTIVE	To familiarize the students with the basic use of different types of office Management software's widely used in business organizations.		
COURSE OUTCOMES	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate proficiency in using MS Word for text creation, formatting, and object manipulation to produce professional documents. 2. Apply advanced MS Word features such as Mail Merge, Equation Editor, and Macros to automate document creation and enhance productivity. 3. Operate MS Excel to create and manage workbooks, apply formatting, and use cell referencing for efficient data handling. 4. Utilize a variety of Excel functions and tools, including What-if Analysis and Pivot Tables, to perform complex data analysis and decision-making. 5. Design effective PowerPoint presentations by incorporating multimedia elements, animations, transitions, and layout formatting. 		
COURSE DETAILS	<p style="text-align: center;">Topics</p> <p>Word Processing: Word processors, various types of word processing editors, MS word IDE. MS Word: Text Basics, Typing the text, Alignment of text, Editing Text: Cut, Copy, Paste, Select All, Clear, Find & Replace.</p> <p>Formatting tools: Text Formatting and saving file, New, Open, Close, Save, Save As, Font Size, Font Style, Font Colour, Use the Bold, Italic, and Underline, Change the Text Case, Line spacing, Paragraph spacing, shading text and paragraph, Working with Tabs and Indents</p> <p>Working with Objects: Shapes, Clipart and Picture, Word Art, Smart Art, Columns and Orderings - To Add Columns to a Document, Change the Order of Objects, Page Number, Date & Time, Inserting Text boxes, Inserting Word art, Inserting symbols, Inserting Chart, Tables, Working with Tables, Table Formatting, Merge and split option, Adding a Footnote Adding Endnote.</p> <p>Advanced MS Words Features: Mail Merge features, need of mail merge, business applications of mail merge, Merging Documents, Typing new address list, Importing address list from Excel file, Write and insert field, Conditional sorting, Preview Result, Merging to envelopes, Merging to label, Setting rules for merges, Equation editor, Macros and use of macros.</p>		

	<p>MS Excel: Introduction of MS Excel software, Business Applications, MS Excel IDE, Workbook, Sheets, cells, cell references, types of cell references, protecting the workbook, sheet, cell, Naming Cells, Working with excel workbook and sheets. Formatting Excel workbook: New, Open, Close, Save, Save As, Formatting Text: Font Size, Font Style, Font Color, Use the Bold, Italic, and Underline, format the cell, Wrap text, Merge and Centre, Currency, Accounting and other formats</p> <p>Use of Excel Functions: Perform Calculations with Functions, Creating Simple Formulas, Setting up your own formula, Date and Time Functions, Financial Functions, Logical Functions, Lookup and Reference, Functions Mathematical Functions, Statistical Functions, Text Functions, Advanced Excel Features like What-if Analysis and Pivot Table.</p> <p>Making the Presentations Creating slides and applying themes, Inserting new slide Changing layout of slides, Duplicating slides, Copying and pasting slide, Applying themes to the slide layout, Changing theme color, Slide background, Formatting slide background, Using slide views, Working with bullets and numbering, Multilevel numbering and Bulleting, Creating List, Page bordering, Page background, Aligning text, Text directions, Columns option. Shapes, Clipart and Picture, Word Art, Smart Art, Change the Order of Objects, Inserting slide header and footer, Inserting Text boxes, Inserting shapes, using quick styles, Inserting Word art, Inserting symbols, Inserting Chart, Hyperlinks and Action Buttons, Inserting Hyperlinks and Action Buttons, Edit Hyperlinks and Action Button, Word Art and Shapes, transition features, animation features.</p>
TEXT BOOK	<ol style="list-style-type: none"> 1. Tiwari, H. N. and Jain, H.C; <i>Fundamentals of Computers and Information System</i>; International Book House 2. Microsoft; <i>Microsoft Office 2016, Step by Step</i>; Microsoft Press
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Norton, Peter; <i>Introduction to Computers</i>; McGraw Hill 2. Walkenbach, John; <i>Microsoft Excel 2016 BIBLE</i>; WILEY

Course: APPLICATION OF ARTIFICIAL INTELLIGENCE IN BUSINESS-I			Semester: I
Course Code: BBA 108	L T P	1 0 2	Credits: 2

OBJECTIVE	To provide a basic understanding of how Artificial Intelligence (AI) technologies can be applied in business environments.		
COURSE OUTCOMES	Upon successful completion of this course, students will be able to: <ol style="list-style-type: none"> 1. Understand the fundamental concepts and history of AI. 2. Identify various business areas where AI can be applied. 3. Explore basic AI tools and techniques used in business. 4. Examine real-world examples and case studies of AI in business operations. 5. Recognize the ethical considerations and challenges of using AI in business. 		
COURSE DETAILS	Module No	Topic	Hours
	1	Introduction to Artificial Intelligence : Definition, history, scope and relevance of AI in business	6
	2	AI Technologies and Tools: Overview of Machine Learning, Natural Language Processing, and Robotics.	6
	3	AI Applications in Business Functions: Marketing, Finance, HR, Operations – Use cases and hand-on Exercise using MS-Excel.	6
	4	AI-Driven Decision Making: Data analysis, predictive analytics, recommendation systems. Hands-on Exercise using MS-Excel.	6
	5	Ethics and Future Trends in AI: Privacy, bias, regulations, and emerging developments.	6
	Total Hours		30
TEXT BOOK	<ol style="list-style-type: none"> 1. Davenport, T. H., & Ronanki, R. – Artificial Intelligence for the Real World. Harvard Business Review Press. 2. Nilsson, N. J. – Artificial Intelligence: A New Synthesis. Morgan Kaufmann. 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Russell, S., & Norvig, P. – Artificial Intelligence: A Modern Approach. Pearson. 2. Marr, B. – Artificial Intelligence in Practice. Wiley. 3. Bostrom, N. – Superintelligence: Paths, Dangers, Strategies. Oxford University Press. 		

SEMESTER - II

Course MANAGEMENT ACCOUNTING			Semester: II
Course Code: BBA 109	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the Principles of Management Accounting and their applications in business and the use of Management Accounting for decision making.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand what managerial accounting is and why it is important. 2. Demonstrate the need for a balance between financial and non-financial information in decision making. They learn about cost concepts, analyze the relationship between the cost-volume and profit, and explain break-even sales price, break-even sales volume, the total contribution margin, and the unit contribution margin, margin of safety, security ratio, and profit margin concepts. 3. Demonstrate high level personal autonomy and accountability with the help of responsibility accounting. 4. Define budgeting and operating budgets concepts, preparation of a master budget and demonstrate an understanding of the relationship between the components. 5. Create, organize, interpret, and communicate information that improves internal processes, and allows organizations to identify and leverage opportunities to create value within the supply chain and with customers. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Nature and scope of Management Accounting, Role of Cost in Decision-Making, Management Accounting and Cost Accounting as Internal Control Tools, Difference Between Management Accounting and Financial Accounting, Types of Cost, Cost Concepts, Full Costing and its uses, Overhead Allocations, Preparation of Cost Sheet	12
	2.	Marginal Costing: Cost-Volume-Profit Analysis, P/V Ratio: Analysis and Implications, Concept and uses of Contribution, Break-Even Point and its Analysis for the Various Types of Decision-Making Like Single Product Pricing, Multi-Product Pricing, Replacement and Sales; Differential Costing and Incremental Costing: Concept, Uses and Applications, Method of calculation of these Costs and their role in Management Decision Making	12
	3.	Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget: Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control	15
	4.	Standard Costing:	13

		Concept of Standard Costs, Establishing various Cost Standards, Calculation of Material Variance, Labour Variance, Overhead Variance, Their Implications and Applications; Transfer Pricing: Multinational Transfer Pricing, Market Based Transfer Pricing, and Cost-Based Transfer Pricing; Cost of Quality and Time	
	5.	Responsibility Accounting: Concepts of Responsibility Centre, Types: Investment Centre, Cost Centre and Profit Centre, Divisional Performance Measurements and their Managerial Implications	08
		Total Hours	60
TEXT BOOK	1. Bhattacharya, D.; <i>Management Accounting</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Horngren, C.T., Sundem, G. L., Schatzberg, J. O. and Burgstahler, D. <i>Introduction to Management Accounting</i> ; Pearson Education 2. Ravi M. Kishore; <i>Cost and Management Accounting</i> ; Taxmann Publications 3. RSN Pillai, S. chandy: <i>Management Accounting</i> . 4. M.N. Arora, <i>Cost and Management Accounting</i> ; Himalyan Publishing House.		

Course: PRINCIPLES OF MACROECONOMICS			Semester: II
Course Code: BBA 110	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide students with a basic understanding of the Macroeconomic Theories and Tools that can be used in Decision-Making.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand fundamentals of macroeconomics and its application in current scenario. 2. Learn macroeconomic variables and its measurement. 3. Develop knowledge of monetary policy and Fiscal policy and its application in economic growth and development. 4. Develop a basic understanding of current situation of Inflation, unemployment and its measuring methods. 5. Develop understanding of business cycle, characteristics and its phases like boom, recession, depression, recovery and its measures. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Nature and Scope of Macroeconomics: Meaning, Nature and Scope, Circular flow of Income in Two, Three and Four Sector Models, National Income: Concepts and Measurement, Stock and Flow variables	08
	2.	Theory of Investment: Meaning, Types of Investment; Determinants of Investments, MPC, MPS and Multiplier; Importance of Keynesian, Investment Spending; Government Spending; Equilibrium in Two, Three, and Four Sector Models; Expenditure Determination & Calculation of Multipliers: Simple Multiplier, Investment Multiplier.	12
	3.	Money, Banking System and Monetary Control: Definition of Money; Functions of Money; Concept of Money Supply; Demand for Money; Commercial Banks: Function, and their role in Economic Development; Credit Creation by Commercial Banks; Central Bank: Functions; Monetary Policy: Objectives and Tools	12
	4.	Fiscal Policy: Nature and Objectives; Public Debt and Budget; Fiscal Deficit; Role of Fiscal Policy and Stability in Economic Growth	8

	5.	Business Cycles: Definition; Different phases of Business Cycles; Features of Business Cycles; Indicators of Business Cycles; effects of Business Cycles and Policy Response; Economic Growth under Business Cycles	10
	6.	Inflation and Unemployment: Types of Inflation; Causes of Inflation; Effects of Inflation; Measures to Control Inflation; Stagflation; Unemployment: Meaning, Kinds of Unemployment; Measures to Control Unemployment; Philip's Curve	10
		Total Hours	60
TEXT BOOK	1. Gupta, G. S.; <i>Macroeconomics: Theory and Applications</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Dornbusch, R. and Fisher, S.; <i>Macroeconomics</i> ; McGraw Hill 2. Mankiw, N.G.; <i>Principles of Macroeconomics</i> ; Cengage Learning 3. Roy, S.; <i>Macroeconomic Policy Environment</i> ; McGraw Hill 4. Melvin, M. and Boyes, W.; <i>Principles of Macroeconomics</i> ; Cengage Publication 5. Mankiw, Gregory N.; <i>Principles of Macroeconomics</i> , Cengage Learning		

Course: BASICS OF MARKETING			Semester: II
Course Code: BBA 111	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the basic Concepts, Principles, Tools and Techniques of Marketing Management.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the basic concepts of marketing. 2. Differentiate between Strategic Marketing and tactical marketing. 3. Understand the different elements of marketing mix and their applications. 4. Understand how to develop marketing plans. 5. Identify the new emerging concepts in marketing 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Concept, Nature, Scope and Importance of Marketing; Selling Vs Marketing; Marketing Mix; Marketing Environment, Social Media Marketing, Marketing with AI	10
	2.	Market Segmentation and Consumer Behavior: <ol style="list-style-type: none"> i. Market Segmentation: Concept, Importance and Types; Target Market Selection; Concept of Positioning. ii. Understanding Consumer Behavior: Factors determining Consumer Behavior, Psychological Process, and Consumer Buying Decision Process; Industrial Buying Process, Different buyer roles. 	10
	3.	Product Decisions: Meaning and Importance; Product Classification; Concept of Product Mix; Branding, Packaging and Labeling; Product Life-Cycle; New Product Development.	10
	4.	Pricing Decisions: Meaning, Importance and Objectives; Factors influencing Price Determination; Pricing Strategies.	10
	5.	Promotion Decisions: Nature and Importance; Promotion Mix: Advertising, Personal selling, Public Relations and Sales Promotion, Factors affecting Promotion Mix Decisions.	10
	6.	Distribution Channels and Physical Distributions: Channels of Distribution: Meaning and Importance, Types of Distribution Channels, Wholesaling and Retailing, Factors affecting choice of Distribution Channel, Physical Distribution.	10
		Total Hours	60
TEXT BOOK	1. Kotler, Philip, Armstrong, Gary and Prafulla Agnihotri; <i>Principles of Marketing</i> ; Pearson Education		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Etzel, Michael J.; Walker, Bruce J.; Stanton, William J.; Pandit, Ajay; <i>Marketing</i>; McGraw Hill; 2. Grewal, Dhruv and Levy, Michael, <i>Marketing</i>, McGraw Hill 3. Lamb Charles W.; Hair Joseph F.; McDaniel Carl; <i>Essentials of Marketing</i>: South-Western Cengage Learning 4. Perreault Jr., William D.; Cannon, Joseph P.; McCarthy, E. Jerome; <i>Basic Marketing: A Marketing Strategy Planning Approach</i>; McGraw Hill 5. Srinivasan, R.; <i>Case Studies in Marketing: The India Context</i>; PHI Learning,
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Course: HUMAN RESOURCE MANAGEMENT			Semester: II
Course Code: BBA 112	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with principles of human resource management specifically employee related issues.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Develop an understanding of the basic concepts, functions and processes of Human Resource Management 2. Aware of the role, functions and functioning of human resource department of the organizations 3. Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behavior. 4. Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy. 5. Evaluate the developing role of human resources in the global arena in terms of Discipline and Grievance Procedures. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Concept of HRM: Nature, Scope, Objectives and Functions, HRM policies, Strategic Human Resource Management. HRM issues in Indian Organizations.	10
	2.	Acquiring Human Resources: Human Resource Planning; Job Analysis and Job Design, Job Evaluation, Organizational restructuring, Recruitment, Selection: Internal and External sources, e- Recruitment, Selection Process, Various types of Tests, Placement, Induction and Orientation Process, Skill Inventories.	14
	3.	Developing Human Resources: Employee Training: Training Need Assessment, Training Methods and Evaluation, Cross-Cultural Training, Management Development: Techniques of Executive Development Programs, Career Planning and Development, Succession Planning.	14
	4.	Enhancing and Rewarding Performance: Establishing the Performance Management System, Establishing, Reward and Pay Plans, Employee Benefits: Pay Structure and its Components, Factors Influencing Compensation Levels, Profit Sharing, ESOPs, Retirement Benefits.	12
	5.	Discipline and Grievance Procedures: Definition, Disciplinary Procedure Model, Grievance Procedures, Termination of Employment: Retirement,	10

	Resignation and Termination of Contract, Layoff and Exit Interviews.	
	Total Hours	60
TEXT BOOK	1. Byass R.; Human Resource Management; Mc Graw Hill 2. DeCenzo, D.A. and Robbins, S.P.; <i>Fundamentals of Human Resource Management</i> ; Wiley	
REFERENCE BOOK/ SUGGESTED READING	1. Ivancevich, J. M; <i>Human Resource Management</i> ; McGraw Hill 2. Aswathappa, K.; <i>Human Resource and Personnel Management</i> ; McGraw Hill 3. Khanka, S.S; <i>Human Resource Management</i> ; S. Chand 4. Dessler, G. and Varkkey, B.; <i>Human Resource Management</i> ; Pearson Education	

Course: BASIC STATISTICS			Semester: II
Course Code: BBA 113	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the basic concepts of statistics and their applications in Business Scenario.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Portray and examine the key terminology, concept tools and techniques used in business statistical analysis. 2. Understand and apply central measures in solving practical problems in field of business, social sciences etc. 3. Discuss critically and conduct basic statistical analysis of data and its uses and limitations. 4. Solve a range of problems using the techniques covered. 5. Critically estimate the underlying assumptions of analysis tools. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction, Classification and Presentation of Data: Meaning, Characteristics, Importance of Statistics, its Limitations and types of Statistics, Application of Statistics in Management Decision Making. Measuring and Scaling concepts; Frequency Distribution: Discrete and Continuous Frequency Distribution; Graphs: Histograms, Frequency Polygon, Ogives; Advantages and Limitations of Graphs; Tabulation: Types of tables.	10
	2.	Measures of Central Tendency: Concepts of Central Tendency, Measures of Central Tendency: Definitions, Properties and Applications of Mathematical Averages including Arithmetic Mean, Geometric Mean and Harmonic Mean, Positional Averages: Mode, Median and other Partition Values including Quartiles, Deciles, and Percentiles.	08
	3.	Measures of Dispersion/Variation: Absolute and Relative: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Co-Efficient of Variation; Properties of Standard Deviation, Comparison of various Measures of Dispersion; Skewness, and Kurtosis.	10
	4.	Correlation and Regression: Correlation: Meaning and Significance; Correlation and Causation, Types of Correlation. Methods of studying Simple Correlation, Scatter Diagram, Karl Pearson's Coefficient of Correlation and Spearman's Coefficient of Rank Correlation; Regression Analysis: Meaning and Significance, Regression v/s Correlation, method of Least Squares, Regression Coefficient and Standard Error of Estimate.	10
	5.	Probability and Sampling Distributions Concepts of Probability, Addition theorem, Multiplication theorem, Conditional probability, Bayes' Theorem.	07

		Discrete Probability Distribution (Binomial & Poisson), Continuous Probability Distribution (Normal).	
		Total Hours	45
TEXT BOOK	1. Siegel, A.; <i>Practical Business Statistics</i> ; Elsevier		
REFERENCE BOOK/ SUGGESTED READING	1. Black, K.; <i>Business Statistics: For Contemporary Decision Making</i> ; Wiley. 2. Vohra, N.D.; <i>Business Statistics</i> , McGraw Hill 3. Levin, R. I., Rubin D.S., Rastogi S., Siddiqui, M.H.; <i>Statistics for Management</i> ; Pearson Education.		

Course: ENGLISH LANGUAGE - II			Semester: II
Course Code: BBA 114 P	L T P	0 0 4	Credits: 2
OBJECTIVE	The objective of the course is to develop among students a vast understanding of communication and its different dimensions.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand appropriate grooming practice, including skincare, makeup, and hair care, to maintain a professional appearance 2. Apply interview procedures effectively by following structured steps such as opening, active listening, and closure 3. Analyse effective communication by integrating kinesics, voice dynamics, and oral communication techniques. 4. Evaluate effective communication skills by applying verbal and non-verbal techniques to enhance professional interactions, leadership, and teamwork. 		
COURSE DETAILS	<p style="text-align: center;">Topics</p> <p>Personality and Personal Grooming: Exercise on Personality Assessment and Personal Grooming for Understanding Individual Personality, Time and Stress Management Exercises, Tips and ways of Grooming Self, Dress for success, Make up & skincare, Hair care & styles for formal look, Exercise on Art of accessorizing, Oral Hygiene Tips.</p> <p>Interview Preparation Exercises: Interview Practice Exercises: Mock Interview Sessions- Telephonic Interview & Video Interviews , STAR Method Exercise (Situation, Task, Action, Result) Interview, Best Practices for Video Interviews (Background, Lighting, Attire) Exercise on Resume Writing, Learning Body Language in Interviews and GDs.</p> <p>Exercises on Group Discussion (GD): Topic-Based GD Practice, Role-Play Group Discussion, Building argumentation and counter-argument skills in Group Discussion. Learning Common Errors in Group Discussions.</p> <p>Formal Email Writing, Creating or Optimizing LinkedIn Profile LinkedIn Profile Creation, Students to create/update their LinkedIn profile to include: Profile photo (professional-looking), Headline (more than just “Student at XYZ University”), About section (summary with goals, skills, interests), Education, experiences, certifications, skills, and projects, Creating and Making Post.</p> <p>Interactive exercises on Body Language and Behaviour: Exercise on Self-Awareness, Good vs. Bad Body Language , Roleplay, Handshake Drill to practice professional greetings, Eye Contact Triangle Exercise, Gesture Control Practice, Body Language Charades</p>		
TEXT BOOK	<ol style="list-style-type: none"> 1. Cloninger, S.C., “Theories of Personality: Understanding Person”, Pearson, New York. 2. Soft Skills for Everyone, Butterfield, I Edition, Cengage Learning India Pvt. Ltd, 2011 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Barron, R.A. & Brian D, “Social Psychology”, Prentice Hall of India. 2. Adler R.B., Rodman G. & Hutchinson C.C., “Understanding Human Communication”, Oxford University Press: New York. 3. Basic Communication Skills for Technology, Andreja J. Ruther Ford, 2nd Edition, Pearson Education, 2011 		

Course: FUNDAMENTALS OF DIGITAL MARKETING			Semester: II
Course Code: BBA 115	L T P	1 0 4	Credits: 3
OBJECTIVE	To acquaint students with the knowledge of Digital Marketing and imbibe students with essentials skills and techniques required to use digital marketing tools in the fast-changing business environment.		
COURSE OUTCOMES	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the basics of digital marketing and the various channels that can be used for digital marketing. 2. Understand the key elements of a digital marketing strategy. 3. Understand the basics of social media marketing, develop effective social media campaigns, and measure their effectiveness. 4. Demonstrate basic practical skills in common digital marketing tools such as SEO, SEM, Email and Mobile marketing. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Digital Marketing: Overview of Digital marketing: Meaning, Definition, Origin and Need of Digital marketing, Traditional Vs. Digital Marketing, Advantages and disadvantages of Digital Marketing, Digital Marketing Platforms: Organic and Paid Digital Marketing (POEM Framework), Exercise to choose a brand and categorize their digital activities into Paid, Owned, and Earned Media using the POEM framework. Concepts for platform-based business.	09
	2.	Digital Marketing Process: Developing Digital Marketing Strategy, Creating Visibility of your brand, Generating Traffic to your business, Engaging the Traffic, Traffic conversion into Leads, Lead Conversion, Measurement and Tracking, Retention.	08
	3.	Content Marketing: The Importance, Objectives and Types of Content Marketing, Stages of the Content Marketing Funnel. Exercise to analyse content on any brand's blog/website. Website Planning and Development: Types of websites, Understanding Domain and Webhosting, Website Development Process. Exercise to use platforms like GoDaddy or Namecheap to simulate domain selection and cost analysis.	14

		Introduction of Social Media Marketing: Understanding the basics of social media marketing, Introduction of Social Media Channels: Facebook, Instagram, LinkedIn, Twitter etc. Importance of various social media channels, Creating and Managing Social Media Accounts, Social Media Advertising. Exercise to create and optimize business pages for a hypothetical brand across 2–3 Social Media platforms. Video Marketing: YouTube Advertising, YouTube Analytics, Exercise to create a short promotional video using free tools like Canva.	
	4.	Trending Digital Marketing Skills: Search Engine Optimization (SEO): Understanding Search Engines, On-Page SEO, Off-Page SEO. Exercise to use free tools like Google Keyword Planner to identify keywords for a niche market. Search Engine Marketing (SEM): Creating effective search engine advertising campaigns, Understanding Google AdWords. Exercise to create a mock search campaign using Google Ads interface (without publishing), including ad copy, keyword selection, and budgeting. Email Marketing: Introduction and Significance, Email Marketing Strategy and Monitoring. Exercise to create 2–3 target personas and segment email content. Mobile Marketing: Mobile App Marketing, SMS Marketing, Location-Based Marketing. Exercise to analyse the marketing strategies of a mobile app (like Zomato, Cred, or Swiggy) and suggest push notification ideas.	14
		Total Hours	45
TEXT BOOK	1. Chaffey, D., & Smith, P. R. <i>Digital marketing excellence: planning, optimizing, and integrating online marketing</i> . Taylor & Francis. 2. Stokes, R. Blake, S. and Education, Q.; <i>eMarketing: The Essential Guide to Marketing in Digital World</i> ; Quirk eMarketing		
REFERENCE BOOK/ SUGGESTED READING	1. Philip Kotler, <i>Marketing 4.0: Moving from Traditional to Digital</i> , Publisher Wiley 2. Seema Gupta, <i>Digital Marketing</i> , McGraw Hill Education. 3. Punit Singh Bhatia, <i>Fundamentals of Digital Marketing</i> , Pearson Education 4. Ian Dodson, <i>The Art of Digital Marketing</i> , Wiley Publication.		

Course: VIVEKANANDA STUDIES			Semester: II
Course Code: BBA 116	L T P	2 0 0	Credits: 2

OBJECTIVE	To acquaint students with the eternal values of Indian culture as lived and propagated by Swami Vivekananda.		
COURSE OUTCOMES	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the early life of Swami Vivekananda and the profound influence of Sri Ramakrishna on his spiritual development and mission. 2. Explore Swami Vivekananda's participation in the Parliament of Religions, his travels, and his role in national regeneration and relevance to contemporary India. 3. Gain insight into Vedanta philosophy, especially Advaita Vedanta, and understand Swami Vivekananda's concept of Practical Vedanta. 4. Learn about the four paths of Yoga as taught by Swami Vivekananda and his vision for harmony among education, science, and religion. 5. Examine Swami Vivekananda's views on social issues and his message for empowering the masses, women, and youth, with a focus on his activities in Uttarakhand. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Life of Swami Vivekananda - as a boy and as a wandering monk Sri Ramakrishna and his impact on Swami Vivekananda	06
	2.	Parliament of Religions; his travels in India and abroad, his return and activities for National regeneration. Vivekananda and Contemporary India.	06
	3.	An introduction to the System of Vedanta, Introduction to Vivekachudamani and Advaita Vedanta Vivekananda's Practical Vedanta.	06
	4.	Vivekananda and Yogic Methods, Raj yoga, Bhakti Yoga, Karma Yoga and Jnana Yoga Harmony between Education, Science and different Religions	05
	5.	Swami Vivekananda's views on-Caste, Society, Politics, Art, Literature and Man making Education, the Message of Swami Vivekananda for the upliftment of masses, women and youth. Vivekananda in Uttarakhand.	07
		Total hours	30
TEXT BOOK	1. Rolland, R. (2001). Life of Ramakrishna. Kolkata: Advaita Ashrama.		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Godman, D. (1985). Be as You Are: The teachings of Sri Raman Maharishi. Delhi:Penguin Books. 2. Gambhirananda, S. (2004). Ma Sri Sarada Devi. Calcutta: Advaita Ashrama. 3. Pandit, M. P. (1959). The Teachings of Sri Aurobindo. Kolkata: Sri Aurobindo Study Circle. 		

SEMESTER – III

Course: UNDERSTANDING BUSINESS ENVIRONMENT			Semester: III
Course Code: BBA 201	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with various Social, Political, Legal, Economic and Technological Factors which influence the Business Environment.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the basic concepts of a business environment. 2. Identify the different economic environmental factors. 3. Analyze the responsiveness of companies to different factors in the political environment of business. 4. Understanding the technological and legal factors affecting business. 5. Analyze the demographic and societal impact on business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Concept, Significance and nature of Business Environment, Types of Environments, Difference between Internal and External Environments; Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.	12
	2.	Economic Environment of Business: Economic Environment and its factors, growth and strategies, Economic Systems, and planning in India, NITI Aayog, Economic policies: new industrial policy, international trade policy, FERA-FEMA, Monetary Policy and Fiscal Policy, Union Budget as instrument of Growth and its Impact on economy and Business expansion.	14
	3.	Political Environment of Business: Politico-Legal Environment, Political Institutions: Legislature, Executive, and Judiciary, Relationship between Business and Government, Role of Government, Constitutional Provisions affecting Business.	14
	4.	Technological and Legal Environment of Business: Factors Influencing Technological Environment, Role and Impact of Technology on Business, Transfer of Technology: Channels, Methods and Limitations, Intellectual Property Rights and Trademarks, Competition Act, 2002, Information Technology Act, 2000, Consumer Protection Act, 1986, SEBI Act.	14
	5.	Business and Social Environment:	06

		Population Size, Declining Birth Rate, Changing Age Structure and its Impact on Business, Business and Society, Business and Culture, Culture and Organisational Behavior, Consumerism, Social Responsibility of Business.	
		Total Hours	60
TEXT BOOK	1. “Palmer, A., & Hartley, B. (2011). The Business Environment (7 th ed.). McGraw-Hill Education. ISBN:978-0077141387, 0077141385”.		
REFERENCE BOOK/ SUGGESTED READING	1. Paul, Justin.; <i>Business Environment</i> ; McGraw Hill 2. George, A. and Steiner, G.A.; <i>Business Environment and Society</i> ; Macmillan		

Course: FUNDAMENTALS OF FINANCIAL MANAGEMENT			Semester: III
Course Code: BBA 202	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with principles, tools and techniques of Financial Management with a view to develop skills to take informed Business Decisions.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Explain the nature and scope of financial management as well as time value of money and risk return trade off. 2. Analyze capital budgeting process and capital budgeting techniques. 3. Estimate various capital structure theories and factors affecting capital structure decisions in a firm. 4. Critically examine various theories of dividend and factors affecting dividend policy. 5. Evaluate working capital requirement. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Concept of Finance, Scope and Objectives of Financial Management, Profit Maximization Vs. Wealth Maximization, Functions of a Finance Manager in Modern Age, Time Value of Money, Risk and Return Analysis (using Excel), Financial Planning, Capitalization: Over Capitalization and Undercapitalization.	12
	2.	Investment Decisions: Capital Budgeting Decisions: Implications involved, Techniques of Capital Budgeting and Application, Capital Rationing, Cost of Capital: Cost of Equity and Preference Shares, Debentures, Retained Earnings and Weighted Average Cost of Capital and its implications. (using Excel).	14
	3.	Financing Decisions: Concept, Theories and Approaches of Capital Structure Decisions (NI, NOI, Traditional and Modigliani Miller approach), Leverage Analysis: Financial, Operating and Combined Leverage along with implications, EBIT and EPS Analysis, Indifference Points, Long Term sources of Finance (using Excel).	13
	4.	Dividend Decisions: Concept of Dividend and Retained Earnings, Relevant and Irrelevant Theories of Dividend Decision: Walter's Model, Gordon's Model and MM Hypothesis, Factors affecting Dividend Decision, Dividend Policies. (using Excel).	09
	5.	Working Capital Decisions: Concept, Component and Factors affecting Working Capital Requirement, Working Capital Management, Management of	12

		Cash, Inventory and Receivables, Working Capital Financing. (using Excel).	
		Total Hours	60
TEXT BOOK	1. Khan M. Y. and Jain P. K.; <i>Basic Financial Management</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Van Horne, J.C. and Wachowicz, J. M; <i>Fundamentals of Financial Management</i> ; Pearson Education 2. R. P. Rustagi, Financial Management Galgotia Publications. 3. S. C., Allen, F. and Mohanty, P.; <i>Principles of Corporate Finance</i> ; McGraw Hill		

Course: OPERATIONS RESEARCH			Semester: III
Course Code: BBA 203	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the construction of mathematical models for Managerial Decision. The emphasis is on understanding the Concepts, Formulation and Interpretation.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Develop the ability to model business problems into linear programming (LP) models / mathematical models. 2. Make better use of decision-making analytical tools for assignment and transshipment problems. 3. Understand use of CPM and PERT techniques, to plan, schedule, and control project activities. 4. Understand the use of techniques/tools to plan strategies in a competitive environment 5. Understand the fundamental applications of OR tools in industry and the public sector in context involving uncertainty and scarce or expensive resources. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Evolution of Operations Research. Nature and Scope of Operations Research. Linear Programming (LP): Formulation of LP Problems; Graphical method: solution procedure; Simplex Method: basic definitions of LPP, slack and surplus variables, standard form and solution of LPP problems.	16
	2.	Transportation Model and Assignment Models Transportation problem: formulation, methods of finding feasible solution (North-West Corner Method, Least-Cost Method, VAM), Optimality test using MODI method. Assignment problem: formulation and solution of assignment problem (Hungarian algorithm)	12
	3.	Network Analysis: PERT, Construction of the Network Diagram, Critical Path- Float and Slack Analysis (Total Float, Free Float, Independent Float), CPM: Time cost trade off.	14
	4.	Game Theory: Pay off Matrix- Two-person Zero-Sum game, Pure Strategy, Saddle Point; Dominance Rule, Mixed Strategy, Reduction of m x n Game and Solution.	09
	5.	Queuing Theory: Structure of various queuing systems and characteristics of queuing systems, Traffic intensity, Poisson Birth and death model.	09
	Total Hours		60
TEXT BOOK	1. N. D. Vohra; <i>Quantitative Techniques in Management</i> ; McGraw Hill		
REFERENCE BOOK/	1. Anderson, D.; Sweeney, R.; Dennis, J. and Williams, T. A.; <i>Quantitative Methods for Business</i> ; Thomas		

SUGGESTED READING	<ol style="list-style-type: none"> 2. Hiller and Lieberman; Bodi Bharat Nav. & Pritam Basu; <i>Introduction to Operations Research</i>; McGraw Hill 3. Hamdy A. Taha; <i>Operations Research - An Introduction</i>; Pearson 4. Barry Vend. Ralf M. stair; Michael Hama & T N Badri; <i>Quantitative Analysis of</i>; Pearson
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Course: ESSENTIALS OF ORGANIZATIONAL BEHAVIOUR			Semester: III
Course Code: BBA 204	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with basic concepts, theories and techniques in the field of human behavior at individual, group and organizational levels.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Define basic organizational behavior principles and analyze how these influence behavior in the workplace. 2. Analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations. 3. Outline the elements of group behavior including group dynamics, communication, leadership, power & politics and conflict & negotiation. 4. Understand their personal management style as it relates to influencing and managing behavior in the organization systems. 5. Enhance their critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Concept of Organizational Behaviour, scope, evolution, conceptual models, challenges and opportunities, interdisciplinary role of Organizational Behaviour.	10
	2.	Foundation of Individual Behaviour: Learning Theories: Classical Conditioning, Operant Conditioning, Cognitive, Social Learning Theory, Learning curve; Attitude: components, change of attitude; Job satisfaction: meaning, factors affecting job satisfaction. Concept of personality and its types: Big Five Model, MBTI, Perception: process, perceptual errors, Attribution theory.	15
	3.	Concept of Group Dynamics: Concept and features of group, Types of groups: Formal and informal groups, Process of group formation, Group decision making; Work Teams; Conflict: types of conflict, causes and resolution of conflict.	12
	4.	Leadership: Concept, styles and behaviours, Theories of leadership: Trait theories; Behavioural theories (Ohio and Michigan studies); Contingency and situational theories, Power and Authority.	12
	5.	Stress Management: Concepts of stress, sources, consequences and techniques for management of stress.	11
		Total Hours	60
TEXT BOOK	1. Robbins, S. P., Judge, T.A. and Vohra, N.; <i>Organizational Behavior</i> ; Pearson Education		

	2. Newstorm, J.; <i>Human Behavior at Work</i> ; McGraw Hill
REFERENCE BOOK/ SUGGESTED READING	1. Luthans, F.; <i>Organizational Behavior</i> ; McGraw Hill 2. Pareek, U.; <i>Understanding Organizational Behavior</i> ; Oxford University Press 3. McShane, S.L. and Mary, V.G. and Sharma, R.R.; <i>Organizational Behavior</i> ; McGraw Hill 4. Singh, K.; <i>Organization Behavior: Text and Cases</i> ; Pearson Education

Course: INTRODUCTION TO BUSINESS ANALYTICS			Semester: III
Course Code: BBA 205	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize students with the essential tools, techniques and skills through a combination of theory and hands-on experience to various business issues for data management, data Mining and Machine learning.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: 1. Understanding the basic concept of Business Analytics. 2. Understanding the basic concept of Data & Data Science Life Cycle. 3. Understanding the basic concept of Data Mining. 4. Understanding the basic concept of Machine Learning. 5. Discussing the case studies where data analytics is applied.		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Business Analytics Concept; Decision making process through data analysis; Decision making models; Areas of Analytics: Descriptive Analytics, Prescriptive Analytics and Predictive Analytics.	10
	2.	Concept of Data Management Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Evaluation and Interpretation.	10
	3.	Data Mining Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis.	10
	4.	Introduction to Machine Learning Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning.	14
	5.	Application of Business Analysis Application of Business Analysis: HR Analytics, Marketing Analytics, Financial Analytics.	16
		Total Hours	60
TEXT BOOK	1. Rao, H.P; <i>Business Analytics An Application Approach</i> , P H I Learning Pvt. Ltd 2. Prasad, R. N. and Acharya, S.; <i>Business Analytics</i> , Wiley		
REFERENCE BOOK/ SUGGESTED READING	1. Jiawei, H., Micheline, K. and Jian, P.L.; <i>Data Mining Concepts and Techniques</i> , Elsevier 2. Tan, P. N., Steinbach, M. and Kumar, V.; <i>Introduction to Data Mining</i> , Pearson Education		

	3. Shawkat, A., Wasimi, A. B. M. and Saleh, A.; <i>Data Mining: Methods and Techniques</i> , Cengage Learning
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Course: FINANCIAL INSTITUTIONS			Semester: III
Course Code: BBA 206	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide the students with the requisite knowledge about the operations and regulatory mechanism of financial institutions from a global perspective.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Acquaint the students with basic characteristics of Indian Financial Institutions. 2. Understand fundamental concepts of financial institutions and their role in global perspective. 3. Explain functions performed by other types of financial institutions – insurance companies, mutual funds and development institutions. 4. Understand fundamental concepts of financial and capital markets. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	INTRODUCTION Meaning, role & functions of a financial system. Organized and un-organized financial system, financial assets and instrument, Financial Sector Reforms- Narsimham Committee Report I (1991) and II (1998). Formal and Informal Financial System, Key Elements of well- functioning Financial System. Role of Financial intermediaries in financial markets. Financial regulation in India (Regulatory bodies in India IRDA, SEBI, RBI etc.)	12
	2	FINANCIAL INSTITUTIONS I Commercial Banks, Cooperative Banks, Regional Rural Banks, Recent developments MUDRA financing, Non-performing Assets (NPA) and other financing problems, Bankruptcy and Insolvency Act, Financial inclusion, Role of different banks in financial inclusion. Regulatory Mechanism; Introduction-constitution of RBI- organization and management – functions of RBI: Credit Creation and Control – Objectives- Credit Control Measures- Quantitative Credit control- Selective and direct credit control- Monetary Policy and amendments.	13
	3	FINANCIAL INSTITUTIONS II Life and non-life insurance companies in India: public and private, Life Insurance Corporation of India (LIC) – Overview,	10

		Objectives, and Role; General Insurance Corporation of India (GIC) – Overview, Objectives, and Functions, Mutual Funds – Introduction and their role in capital market development. Types of mutual fund schemes (open ended vs close ended, Equity, Debt, Hybrid schemes and ETFs.	
	4	NON-BANKING FINANCIAL INSTITUTIONS Introduction- Role of Financial Institutions in economic development- overview of Financial Institutions- Meaning and definition of NBFI Classification of NBFI, Functions of NBFI Developmental Banks – SIDBI, NABARD, EXIM bank – Organisation, Objectives and Functions.	10
	5	FINANCIAL MARKETS & CAPITAL MARKETS Financial Markets: Money Market – functions, instruments, Role of central bank in money market, Capital Markets –Introduction, role, and functions, Components of Capital market, Cash markets, Debt Market- Functions; Components (Corporate Debt Market, PSU Market, and Government Securities Market); Significance, Structure, Participants, and Instruments of Indian Debt Market. Depository (NSDL, CDSL). Primary and Secondary Markets –NSE, BSE, NIFTY, SENSEX. Role of Stock Exchanges in India. Coverage: Role/ functions of Stock exchanges. SEBI and Investor Protection.	15
		Total Hours	60
TEXT BOOK	1. Khan, M.Y.; <i>Indian Financial System</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Guruswamy, S.; <i>Financial Markets and Institutions</i> ; McGraw Hill 2. Desai, Vasant; <i>The Indian Financial System and Development</i> ; Himalaya Publishing House		

Course: STATISTICAL SOFTWARE PACKAGE			Semester: III
Course Code: BBA 207P	L T P	0 0 6	Credits: 3

OBJECTIVE	To equip students with essential skills in using Statistical Software Package for analyzing business data, and to develop their competence in data analysis and quantitative reasoning for solving real-world business problems.
COURSE OUTCOMES	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate the ability to navigate statistical software package to enter, manage, and visually explore datasets using charts, tables, and descriptive tools. 2. Compute and interpret key descriptive statistics, including measures of central tendency, dispersion, and distribution shape, to summarize and understand data characteristics. 3. Apply correlation and regression techniques to assess relationships between variables and develop predictive linear models. 4. Apply statistical tests under different conditions for purpose of hypothesis testing .
COURSE DETAILS	<p style="text-align: center;">Topics</p> <p>Getting to know Statistical Software Package: Analysis of Data; Coding, Editing and Tabulation of Data; Charts and Diagrams used in Data Analysis; Data Processing, Analysis and Estimation. Entering Data into the Data Editor, saving a Data File, creating a Bar Chart, Saving an Output File, Getting help and Printing, Quitting, Opening a Data File, Exploring the Data File, creating a Histogram, Frequency Distributions, Bar Chart, Cross Tabulating Data, comparing two Distributions, Scatter Plots to Detect Relationships</p> <p>Descriptive Statistics: Computing one Summary Measure for a Variable: Mean, Median, Mode, Standard Deviation, Skewness, and Kurtosis: Measures of Dispersion; Range, Quartile Deviation, and Coefficient of Variation.</p> <p>Correlation and Regression: Measures of Association: Karl Pearson's Correlation Coefficient and Spearman's Rank Correlation Coefficient. Regression Analysis: determination of Strength of Relationship, Regression Coefficients and Formulation of Linear Equation for Estimation.</p> <p>Statistical Hypothesis Testing: Hypothesis Testing Procedure, Type I and Type II errors, Sampling Distribution, and Standard Errors. Test of Significance: Small Sample Tests: t-test, F-test. Large Sample Test: Z-test, Chi-Square test, One-Way-ANOVA.</p>
TEXT BOOK	1. George D and Mallery P; <i>SPSS for Windows, Step by Step</i> ; Pearson Education
REFERENCE BOOK/ SUGGESTED READING	1. Carver R. H., Nash J.G.; <i>Doing Data Analysis with SPSS</i> ; Cengage Learning.

SEMESTER- IV

Course: PRODUCTION AND OPERATIONS MANAGEMENT			Semester: IV
Course Code: BBA 208	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with various Production Processes and Service Systems, and the role that Production and Operations Management plays in business and analysis of issues arising in the Management of Operations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: 1. Define key concepts, explain Production and Operations Management scope, and apply layout and location principles. 2. Understand production systems, explain productivity and planning, and apply production methods to basic operations. 3. Identify scheduling and maintenance concepts, explain sequencing and TPM, and apply line balancing techniques. 4. Understand material and inventory management (EOQ, JIT, Lean) and apply inventory and purchasing methods. 5. Understand quality concepts, explain quality assurance, control, TQM, and apply quality practices in operations.		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Nature and Scope of Production and Operations Management, its relationship with other systems in the Organisation, Factors affecting System and concept of Production and Operations Management, Facility Location, Layout Planning and Analysis. Introduction to Six Sigma.	10
	2.	Production System and Related Concepts: Types of Production Systems, Productivity, Productivity Measurement, Production Planning and Control, Batch Production, Job Order Production, Product Design and Development, Process Selection	12
	3.	Scheduling and Maintenance: Scheduling, Maintenance, Total Productive Maintenance (TPM), Sequencing: 2 Machine n job, 3 Machine n job, 2 Job n machine, Line Balancing.	14
	4.	Material and Inventory Management: An overview of Material Management, Material Planning and Inventory Control, Inventory Model (Classical EOQ), Just-in-time (JIT), Lean Manufacturing, Purchase Management, Store Management, Safety Management.	12
	5.	Quality in Production and Operations Management: Quality Assurance, Quality Control, Total Quality Management (TQM).	12
		Total Hours	60
TEXT BOOK	1. Charry, S.N; <i>Production and Operation Management-Concepts Methods and Strategy</i> ; McGraw Hill		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Adam E.; <i>Production and Operations Management</i>; Pearson Education 2. Joseph, S.M.; <i>Production and Operations Management</i>; McGraw Hill 3. Stevenson, W.J.; <i>Operation Management</i>; McGraw Hill 4. Krajawski, L.J., Ritzman, L.P., and Malhotra, M.K.; <i>Operation Management: Strategy and Analysis</i>; Pearson Education
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Course: INTERNATIONAL BUSINESS			Semester: IV
Course Code: BBA 209	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the nature, scope and structure of International Business, and the influences of various environmental factors on International Business Operations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals of international business; different entry modes; and internationalization process. 2. Explain the global trading environment and export-import documentation. 3. Describe the role, functions and importance of different international economic institutions and agreements. 4. Explain the phenomenon of regional economic integration and famous regional trade agreements across the world. 5. Understand global trading environment and their patterns through different theories. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Nature, Scope and Importance of International Business; EPRG Framework; Modes of entry into International Business; Internationalisation Process and its Managerial Implications.	10
	2.	Global Trading Environment and EXIM Documentation: Global Trading Environment, Modern Trade Theories, Balance of Trade and Balance of Payment, Trade Protectionism; Tariff and Non-Tariff, Barriers; Counter Trade.	14
	3.	International Economic Institutions and Agreements: GATT; WTO: Structure, Objectives and Agreements; World Bank Group; UNCTAD; IMF; BRICS Development Bank.	08
	4.	Regional Economic Groupings: Regional Economic Cooperation; Regionalism and Multilateralism; Structure and Functioning of EU and NAFTA; Emerging Regional Economic Groups with reference to India. ASEAN.	14
	5.	Emerging Trends and Issues in International Business: Foreign Direct Investment (FDI): Strategic motives, risks, and regulatory concerns associated with cross-border investments. Technology Transfer: Processes, barriers, and implications of transferring technology across national borders. Global Pricing Strategies: Frameworks and factors influencing pricing decisions in international markets. Global Distribution and Supply Chain Management: Logistics, intermediaries, and digital integration in international supply networks.	14
		Total Hours	60
TEXT BOOK	1. Varma, Sumati; <i>International Business</i> ; Pearson Education		

	2. Cateora, Philip R. & Graham, John L.; <i>International Marketing</i> ; Tata McGraw Hill.
REFERENCE BOOK/ SUGGESTED READING	1. Sharan, V; <i>International Business</i> ; Pearson Education 2. Bennet, Roger; <i>International Business</i> ; Pitman Publishing 3. Griffin, Ricky W. and Pustay, Michael W.; <i>International Business: A Managerial Perspective</i> ; Addison Wesley

Course: BUSINESS RESEARCH METHODS			Semester: IV
Course Code: BBA 210	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with Research Methods and Statistical Tools used in conducting research in areas of Management.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the purpose of research, identify a business problem/ need, translate it into a research question and design an appropriate way to answer it. 2. Identify the main qualitative and quantitative methods of business research, their merits and demerits and appropriate application areas. 3. Develop skills in choosing suitable sampling techniques, measurement scales, questionnaire design, conducting interviews, surveys and leading focus groups. 4. Formulate testable hypotheses and choose the most appropriate tools for testing them, develop skills of quantitative data analysis and interpretation of its results. 5. Communicate research findings and their implications in a clear and well-organized way, both orally and in writing. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Research Methods: Introduction to Research, Approaches of Research – Induction and Deduction. Nature and Scope of Business Research – Role of Business Research in Decision Making. Definition and Objectives of Research, Various Steps in Scientific Research. Problem Formulation.	12
	2.	Research Design – Meaning, need, and features of research design, important concepts relating to research design -types of research design (Exploratory and Conclusive Research Design) - Basic principles of experimental designs.	10
	3.	Data Collection and Sampling: Sources of Data: Primary and Secondary Data. Measurement and Scaling Techniques, Primary Scales of Measurement. Preparation of Questionnaire and Schedules, Probability and Non-Probability Sampling, Sampling Vs. Census. Sampling and Non-Sampling Errors.	12
	4.	Statistical Hypothesis Testing: Hypothesis Testing Procedure, Type I and Type II errors, Sampling Distribution, and Standard Errors. Test of Significance: Small Sample Tests: t-test, F-test. Large Sample Test: Z-test, Chi-Square test, One-Way-ANOVA.	18
	5.	Research Report: Structure and Components of Research Report, Types of Reports, Layout of Research Report, Mechanism of Writing a Research Report – documentation and bibliography. Issues of Plagiarism in research, Ethics in research.	08
		Total Hours	60
TEXT BOOK	1. Zikmund, W.G., Babin, J., B., Carr, C.J., Adhikari, A. and Griffin, M.; <i>Business Research Methods</i> ; Cengage Learning		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Cooper, D.R., Schindler, P.S and Sharma, J. K.; <i>Business Research Methods</i>; McGraw Hill 2. Levin, R. I., Rubin D.S., Rastogi S., Siddiqui, M.H.; <i>Statistics for Management</i>; Pearson Education 3. Sekharan, Uma and Bougie, Roger; <i>Research Methods for Business</i>; Wiley India
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Course: INDIAN ECONOMY			Semester: IV
Course Code: BBA 211	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with main features of the Indian Economy and how it is influencing the Business Environment.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Develop an understanding of Indian Economy 2. Learn calculation of national income and contribution by various sectors 3. Develop an understanding of industrial policies and reforms. 4. Develop an understanding of NITI Aayog and its role. 5. Understand overall current economic position in the world. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Structure of Indian Economy: Features of an Under-Developed Economy, Concepts of Economic Growth and Development, Basic characteristics of Indian Economy, Changes in structure of Indian Economy (Primary, Secondary and Tertiary sector).	14
	2.	National Income: Basic concepts of National Income, Trends in National Income, Occupational Distribution, Work Force Participation and changes in Occupational Structure in India.	14
	3.	Agriculture and Industrial Sectors: Land Reforms in India, Technological changes in Agriculture, Green Revolution, Agricultural Price Policy, Industrial Policy-1991, Public Sector Enterprises and their Performance, Problem of Sick Units in India.	14
	4.	Planning in India: Objectives of Economic Planning in India, Twelfth Five Year Plan, NITI Aayog, And Economic Problems: Poverty, Inequality, Unemployment, Unbalanced Regional Development, Low Capital Formation, and Industrial Sickness.	10
	5.	Indian Economy: Emerging Issues: WTO and Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS, and Foreign Direct Investment, Foreign Portfolio Investment, Foreign Institutional Investment.	08
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Bhagwati, J. and Desai, P; <i>India: Planning for Industrialization</i>; Oxford University Press 2. Jhingan, M. L.; <i>Indian Development and Planning</i>; Vikas Publishing House 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Puri, V.K. and Mishra, S.K.; <i>Indian Economy</i>; Himalaya Publishing House 2. Todaro, M.P. and Stephen, C.S.; <i>Economic Development</i>; Pearson Education 3. Dhingra, I. C.; <i>The Indian Economy; Environment and Policy</i>; Sultan Chand 4. Datt, Gaurav, and Mahajan, Ashwini; <i>Indian Economy</i>; S. Chand & Co. 		

Course: MANAGEMENT INFORMATION SYSTEM			Semester: IV
Course Code: BBA 212	L T P	4 0 0	Credits: 4

OBJECTIVE	To introduce the students to managerial issues relating to Information Systems, its role in organization, support for decision-making and how information systems can be leveraged to provide business value.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the evolution and impact of Information System on business. 2. Understand the role of cloud platforms and related security threats to information systems of organizations. 3. Learn about various Enterprise Systems and uses in different management domains. 4. Understand the complexities and applications of Data resource management. 5. Learn Managerial Decision Making with Business Intelligence and Digital platform of Business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Organizations and Information Systems Information systems in global business, how does it work, IT components, Global E-Business and Collaboration, Business processes, Information landscape in modern Organization. Types of Information Systems (TPS, MIS, DSS and EIS), Decision Making with MIS (Tactical, Operational and Strategic), Impact of information systems on organization, Competitive Force model, Value Chain and value web models Ethical and Social Issues related to Information privacy. Financial MIS.	12
	2	Information Technology Infrastructure IT infrastructure evolution, components of IT infrastructure: H/W platform, S/W Platforms, Internet, Cloud and Wireless revolution. Impact of Cloud technology in Business. Information Security, Information Systems Security and Control: Threats, Encryption, digital signature, Firewall.	10
	3	Data Resources Management Challenge of Data Management, Data Independence, Data Redundancy reduction and Normalization, Data Consistency, Database concept, RDBMS and Data Management using SQL, Database Model and ER diagram, ETL process, Data Warehouse and Data Mart, importance of Dimensional Modeling in Strategic Reporting, Distributed Filing Systems to manage Big data, Structured, Semi-structured and Unstructured Data. SQL Lab using Access or SQL Server.	14
	4	System Applications for the Digital Age Enterprise Systems, software, and business values systems, SCM software, global supply chain and internet, challenges of enterprise systems, CRM: software, operational and analytical	12

		CRM and business value of CRM, challenges of enterprise applications.	
	5	E-Commerce: Digital Markets and Digital Goods Business Intelligence, Analytics and Social Network: Business intelligence: concept, environment and tools. Importance of Business Intelligence and analytics. Impact of Social Media in Business, Digital Marketing, Text and emotion mining using Social media Data and importance of Web Analytics, metaverse, virtual reality, augmented reality, mixed reality.	12
		Total Hours	60
TEXT BOOK	1. O' Brein and George Marakas James; <i>Introduction to Information Systems</i> , McGraw Hill 2. Laudon and Laudon; <i>Management Information Systems</i> ; Pearson India.		
REFERENCE BOOK/ SUGGESTED READING	1. Principles of Information Systems (A Managerial Approach) – By Ralph Stair & George Reynolds 2. Davis, Gordon. B & Olson, Margrethe. H, <i>Management Information Systems</i> ; McGraw Hill		

Course: COMPANY LAW			Semester: IV
Course Code: BBA 213	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the provisions of Company Law including those governing formation of companies, corporate management practices, possible abuses of power by executives, remedial measures, and Government regulations on Corporate Businesses.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Outline the concept, classifications, and evolution of company law in brief. 2. Explore the company formation, essential documents, promoter roles, and key legal principles. 3. Identify different types of shares and debentures, share transfer process, dividend distribution, and meeting requirements. 4. Examine director appointments, responsibilities, board proceedings, audits, and corporate social obligations. 5. Grasp the corporate restructuring, amalgamation, winding-up mechanisms, and the liquidator's duties. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Meaning, Nature of Companies, Kinds of Companies, Comparative Overview of Companies Act, 2013 vis-à-vis Companies Act, 1956,	10
	2.	Formation and Incorporation of a Company: Incorporation: Prospectus, Meaning and Steps, Promoters, Memorandum of Association, Articles of Association, Doctrines of Ultra Vires, Constructive Notice and Indoor Management	14
	3.	Shares, Debentures & Meetings: Shares and Types of Shares, Transfer of Shares; Dividends: Declaration and Payment; Debentures and Kinds of Debentures; Requisites of Meeting, Dividend – Sources and Payment.	14
	4.	Directors and Audit: Meaning, Appointment and Removal of Directors, Duties and Liabilities of Directors, Types of Directors, Meetings of Board of Directors, Audit and Auditors, Corporate Social Responsibility	10
	5.	Compromise, Oppression and Winding Up: Law relating to Compromise, Arrangement and Amalgamation, Oppression and Mismanagement, Winding Up: Modes, Circumstances, Procedure, Consequences, Appointment and Power and Duties of a Liquidator in Winding Up	12
		Total Hours	60

TEXT BOOK	1. Kuchhal, M.C. and Kuchhal Alok; <i>Modern Indian Company Law</i> ; Mahavir Publication
REFERENCE BOOK/ SUGGESTED READING	1. Dhamija, Sanjay and Kapoor, G.K.; <i>Company Law</i> ; Taxmann Publications. 2. Singh, Avtar; <i>Company Law</i> ; Eastern Book Company 3. Gogna P.P.S.; <i>A Textbook of Company Law</i> ; S. Chand Publication 4. Anil Kumar; <i>Company Law</i> ; India Book House; Delhi 5. Harleen Kaur, <i>Company Law</i> , Kitab Mahal. 6. Reena Chadha, <i>Corporate Law</i> , Scholar Tech Press.

Course: BUSINESS INTELLIGENCE USING POWER BI			Semester: IV
Course Code: BBA 214 P	L T P	0 0 6	Credits: 3

OBJECTIVE	To enable students to work with simple data sources like Microsoft Excel and complicated ones like cloud-based or on-premises hybrid Data warehouses.
COURSE OUTCOME	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Understand basic concepts of business intelligence using the BI tool. 2. Apply retrieving and manipulating data from one or more sources. 3. Apply transforming and combining data from multiple sources. 4. Apply visualizing and interpreting data based on various analyses. 5. Use advanced features of Power BI.
COURSE DETAILS	<p style="text-align: center;">Topics</p> <p>Introduction to Power BI: Business Intelligence, Microsoft Power BI, Power BI Components, Power BI Architecture, Types of Power BI Tools, Installation of Power BI Desktop, Use of Power BI User Interface, Tablean.</p> <p>Managing Data Source in Power BI: Managing Pages in Power BI, Data Sources in Power BI, Importing Data</p> <p>Data Formatting with Power BI: Query Editor, Data Types, Data Transformation, Change the Data Type of Columns, Creating Bins, Combining Data from Multiple Tables, Date Formatting, Pivot Table, Data Sorting</p> <p>Data Visualization: Card, Line Chart, Area Chart, Clustered Chart, Donut Chart, Funnel Chart, Pie Chart, Ribbon Chart, Stacked Area, Scatter Chart, Map, Filled Map,</p> <p>Power BI Filters and Calculated Fields: Slicer, Basic Filters, Advanced Filters, Top N Filters, Filters on Measures, Page-Level Filters</p>
TEXT BOOK	1. Errin O'Connor, Microsoft Power BI Dashboards Step by Step, Pearson
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Chandraish Sinha, Mastering Power BI, Packt Publishing Limited 2. Marco. R., Alberto F, The Definitive Guide to Dax Business Intelligence with BI, SQL Server Analysis Service and Excel, Second Edition, Microsoft.

SEMESTER - V

Course: ENTREPRENEURSHIP & START-UP ECOSYSTEM			Semester: V
Course Code: BBA 301	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize students with entrepreneurship development, process of establishing an enterprise and the types of support available from various government and non-government institutions.		
COURSE OUTCOMES	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Develop entrepreneurship as a field of study and as a profession. 2. Understand the creative process of opportunity identification and screening. 3. Understand the importance of innovation in the creation of sustainable competitive advantage and to test a business model to ensure its viability. 4. Develop a well-presented business plan that is technically and economically feasible 5. Analyse cases based upon different forms of Business and Entrepreneurship. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Entrepreneurship Concept, theories, process, factors impacting emergence of entrepreneurship, Growth of entrepreneurship environment in India, Role of entrepreneurship in economic development, Traits of successful entrepreneurs; Managerial vs. entrepreneurial approach, Entrepreneurial promotion in India.	12
	2.	Starting the Venture Creative thinking, Business idea generation (Business cases on entrepreneurship), Environmental scanning pertaining to business idea: Feasibility study: Market feasibility, Technical/ Feasibility operations, financial feasibility, Project Report.	12
	3.	Functional Plans Drawing a business plan, selecting organization type for business, Organization structure and Job designs, designing financial plan: Investment, Incomes and Expenditure, understanding profitability.	10
	4.	Sources of Finance Understanding Financial Framework: Debt Equity Financing, Commercial banks, Financial Institutions supporting entrepreneurs, Angel Investors. Venture Capital & Private Equity Firms.	12
	5.	Start Up India and Case Analysis Definition of Startup, process of recognition as a Start Up, Exemption for Start Up: Tax Exemption under 80IAC, Tax Exemption under Section 56 of the Income Tax Act (Angel Tax), Concessions to startups regarding Labor Laws, Scheme for	14

		Facilitating Start-Ups Intellectual Property Protection (SIPP). Case analysis on different business modules, social entrepreneurship and local entrepreneurship.	
		Total Hours	60
TEXT BOOK	1. Charantimath, Poornima, <i>Entrepreneurship Development & Small Business Enterprises</i> , Pearson Education. 2. Hisrich, Robert D., Michael Peters and Dean Shepherd, <i>Entrepreneurship</i> , Tata McGraw Hill, New Delhi		
REFERENCE BOOK/ SUGGESTED READING	1. Barringer, Brace R., and R. Duane Ireland, <i>Entrepreneurship</i> , Pearson Education. 2. Lall, Madhurima, and Shikha Sahai, <i>Entrepreneurship</i> , Excel Books, New Delhi. 3. Kuratko, Donand and Richard Hodgetts, <i>Entrepreneurship</i> , Cengage Learning India Pvt. Ltd., New Delhi		

Course: BUSINESS POLICY AND STRATEGY			Semester: V
Course Code: BBA 302	L T P	4 0 0	Credits: 4

OBJECTIVE	To equip students with the necessary insight into Designing Strategies for an organization and linking the organizations strategies with the changing environment. the course will focus on Indian cases, approaches, and experiences		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Demonstrate the ability to disseminate knowledge regarding the concept and tools of business policy and strategy. 2. Develop strategies for business development in differing operating contexts 3. Apply these concepts to develop innovative solutions for business problems. 4. Demonstrate the ability to assess the changes in business environments to constantly redefine organizational strategies for success. 5. Apply the principles of strategy formulation, implementation and control in the present organizations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Business Policy and Strategy: Introduction: Concept of Business Policy, Strategy and Strategic Management, Need and functions of Business Policy and Strategy, Factors influencing Business Policy and Strategy, Business Policy vs. Strategy. Importance of Strategic Management, Causes for failure of Strategic Management, Role of a Strategist,	13
	2.	Strategic Management Process: Overview of Strategic Management Process Levels of Strategy, Strategic Direction-Vision and Mission, Business Definition, Company's Vision and Mission. Criteria for Evaluating a Mission Statement- Goal, Process and Input, Formulation of the Mission Statement-Drucker's Performance Area, Bennis's Core Problem.	13
	3.	Strategic Analysis: Strategic Analysis – definition, need for Strategic Analysis & Environmental Scanning, External Environment Appraisal using PESTEL, Competitor Analysis using Porter's 5-Forces model Environmental Threat and Opportunity Profile (ETOP), Value chain Analysis, Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP) and SWOT Analysis.	10
	4.	Strategy Formulation: Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation, Strategic alternatives at corporate level, Strategic choice models -Strickland's Grand Strategy Selection Matrix,	10

		Model of Grand Strategy Clusters, BCG, GE Nine Cell Matrix, Strategic alternatives at business level: Michael Porter's Generic competitive strategies, Strategy as Simple Rules	
	5.	Strategic Implementation and Control: Strategic Implementation: Developing short-term objectives and policies, functional tactics, and rewards, Structural Implementation: an overview of Structural Considerations, Behavioral Implementation, Mc Kinsey 7-S Framework Establishing Strategic Control, Balanced Score Card; Strategic evaluation and control: Implementing and Operationalization.	14
		Total Hours	60
TEXT BOOK	1. Lawrence R. Jauch and William F. Glueck; <i>Business Policy and Strategic Management</i> ; (McGraw Hill Series in Management)		
REFERENCE BOOK/ SUGGESTED READING	1. Kazmi, Azhar and Adela Kazmi; <i>Strategic Management</i> ; McGraw Hill 2. J.A. Pearce & R.B. Robinson; <i>Strategic Management Formulation Implementation and Control</i> ; McGraw Hill 3. Arthur A. Thompson Jr. & A.J Strickland III; <i>Crafting and Executing Strategy</i> ; McGraw Hill 4. Gerry Johnson and Kevan Schole; <i>Exploring Corporate Strategies</i> ; PHI 5. Arthur A. Thompson Jr. and A.J. Strickland; <i>Strategic Management –Concepts and Cases</i> ; McGraw-Hill Companies		

Course: ENGLISH LANGUAGE - III			Semester: V
Course Code: BBA 303 P	L T P	0 0 4	Credits: 2

OBJECTIVE	To familiarize students with soft skills like Communication Skills, People Skills, etc and personality traits to enhance their interactions, job performance and career prospects.
COURSE OUTCOMES	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Apply conceptual understanding of communication into everyday practice. 2. Understand the importance of teamwork and group discussion skills. 3. Make use of techniques for self-awareness and self-development. 4. Develop insights on how to cope with work stress and students will develop time management skills. 5. Apply business etiquette skills on a professional front and will bring a change in organizational culture
COURSE DETAILS	Topics

	<p>Advanced Communication Skills: Verbal Communication, Nonverbal Communication-Kinesics, Paralanguage and Proxemics. Virtual Communication Etiquette.</p> <p>Business Writing: Emails, Memos, Proposals, and Reports</p> <p>Multimedia Presentations (Structure, Design, Delivery, Feedback Mechanisms). Tools - PowerPoint, Canva, Prezi</p> <p>Public Speaking- Art of Public Speaking, the Rhetoric of making a Public Speech, Exploring Rhetorical Elements through various Videos; Persuasive Speaking and Elevator Pitches</p> <p>Interpersonal Communication and Team Skills: Building Relationships - Understanding Group Dynamics, Conflicts and their Resolution</p> <p>Role of Personality and its various Attributes - Emotional Quotient, Attitude, Perception, Motivation, Socialization, Self- Esteem, Impact of Behavior, and Self-Awareness.</p> <p>Group Discussions (Assessment Criteria and Practice)</p> <p>Collaboration and Teamwork - Work Effectively in a Team, Team Dynamics and Roles (Belbin's Theory), Conflict Resolution and Workplace Civility</p> <p>Professional Skills: Creativity, Critical Thinking and Problem Solving. Leadership Skills- Develop Leadership Qualities.</p> <p>Decision Making- Creative, Rational and Intuitive Decision Making.</p> <p>Negotiation - Ways of Effective Negotiation. Mentoring and Conflict Management– Reasons of Conflicts in Human Relations, Approaches to Conflict Resolution, Importance and Manner of Mentoring.</p> <p>Conducting Meetings - Call and Organize meetings, Conducting meetings, Agenda and Minutes of the meeting. Time Management and Effective Planning - Importance of Time, Preparing Timeline, Allocation of time, Prioritizing Work, Multi-Tasking.</p> <p>Stress Management - Kinds of Stress, Reasons for Stress, Stress Management Techniques (Mindfulness, Journaling, CBT Techniques)</p> <p>Business Etiquette: Professional Grooming, Dressing- Selection of Proper Attire as per the Situation, and Conduct- To Project Oneself in the Right Frame and Spirit. Work-Life Balance and Punctuality.</p> <p>Social and Office Etiquette- Meeting People, Greetings, Introductions, Office Parties, Dining Etiquette, Multicultural Sensitivity and Global Workplace Norms. Professional Etiquette - Phone Etiquette - Tone and Pitch of the Voice, Voice Mail, Correspondence Etiquette, Netiquettes</p> <p>Social Network, Media and Extending our Identities. Networking Skills and Building a Personal Brand.</p>
TEXT BOOK	1. Nitin Bhatnagar; <i>Effective Communication and Soft Skills</i> ; Pearson Education India
REFERENCE BOOK/ SUGGESTED READING	1. Daniel Coleman; <i>Emotional Intelligence</i> ; Bantam Book. 2. Butterfield Jeff; <i>Soft Skills for Everyone</i> ; Cengage Learning, 3. <i>The 7 Habits of Highly Effective People</i> by Stephen R. Covey 4. <i>Soft Skills: Enhancing Employability</i> by Mitra & Shankar

Course: MANAGEMENT LESSONS FROM BHAGWAD GITA			Semester: V
Course Code: BBA 304	L T P	2 0 0	Credits: 2
OBJECTIVE	To bring perspectives from Bhagavad Gita for culling out ideas and solutions to solve problems of individuals and organizations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Identify some of the commonly felt problems that individuals, organizations and the society faces. 2. Illustrate the contribution of Gita in enhancing Leadership perspectives. 3. Demonstrate how alternative world views and paradigms of self-management could be developed with a knowledge of Ancient Indian wisdom such as Gita. 4. Illustrate the perspectives on life and society from Gita. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Spirituality in Business and Workplace: Current Challenges in Business Management & Society, Relevance of Ancient Indian Wisdom for contemporary society, Spirituality in Business, The notion of Spirituality, An introduction to Bhagavad Gita & its relevance.	8
	2.	Perspectives on Leadership and Work: Failed Leadership: Causes & Concerns, Leadership Perspectives in the Gita, Axioms of Work & Performance, The Notion of Meaningful Work.	7
	3.	Perspectives on Self-Management: Mind as a key player in an individual, Meditation as a tool for self-management, Role of Yoga in addressing stress & burnout of managers, Mind as a key player in an individual, Self-Management by understanding the world within, Values & their role in Self-management, Shaping the personality through Trigunas.	9
	4.	Perspectives on Life and Society: Perspectives on Sustainability, Death as a creative destruction process, Law of Conservation of Divinity, Conclusions.	6
		Total Hours	30
TEXT BOOK	1. Swami Ranganathananda, (2001), "Universal Message of the Bhagavad Gita", Advaita Ashrama, Kolkata.		
REFERENCE BOOK/ SUGGESTED READING	1. Swami Dayananda Saraswati, (2007), "The value of values", Arsha Vidya Research & Publication Trust, Chennai. 2. Swami Chinmayananda, (1996), "Holy Geeta", Central Chinmaya Mission Trust, Mumbai.		

Course: STUDENT INTERNSHIP REPORT AND VIVA-VOCE			Semester: V
Course Code: BBA 305	L T P	0 0 0	Credits: 4

OBJECTIVE	To expose students to industry practices and help them to face the challenges in this rapidly changing world, internship training is crucial. The purpose of the Internship is to provide students with an authentic learning environment for integrated and holistic education. The work carried out by the student in the internship should be relevant to the areas of Finance /Human Resource/Marketing/ Entrepreneurship/ Business Analytics/Digital Marketing.
COURSE OUTCOMES	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Gain working experience in an actual workplace environment. 2. Integrate theory and practice, and to understand the limitations of their current knowledge. 3. Work in a team and to collaborate with people with diverse background. 4. Broaden their social and cultural experience, and to develop their social and cultural values and to prepare for their life-long career
COURSE DETAILS	<p>Evaluation Pattern</p> <ol style="list-style-type: none"> 1. Each student has to go under Summer Internship for Six to Eight weeks in the month of May & June after Fourth Semester, the viva-voce on summer Internship report will be held along with the Fifth Semester Examination. 2. This study will help the student to have a clear knowledge of what an organization is & the major factors that lead to the structuring of the organization & how good an organization structure will enable in achieving the objectives effectively & efficiently. The study will also reinforce the theoretical knowledge acquired in terms of applications. 3. The faculty mentor will be assigned to each student by the department. 4. The study should cover the following topics: <ol style="list-style-type: none"> a) Profile of the organization. b) Mission, objectives & strategies of the organization. c) Organization design & structure d) Policies & procedures followed. e) Products, competitors. f) SWOT analysis of the organization. g) Key result areas of the organization. h) Sales development. i) System of accounting followed. j) Significant factors for success. k) Performance appraisal system. l) Financial highlights. m) Future plans for the growth of the organization. n) Sustainability. 5. Students should interact with the faculty mentor & report the progress made.

SEMESTER – VI

Course: GREEN MANAGEMENT			Semester: VI
Course Code: BBA 306	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart students to an understanding of green business, its advantages, issues and opportunities and to provide knowledge over the strategies for building eco-business.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Assess green management practices and how these are applied to support competitive advantage through environmental, social, and governance actions. 2. Understand and analyze the ways education, social movements and fair developmental practices help in maintaining ecological balance. 3. Engage and lead sustainability initiatives at local, national, and global levels. 4. Analyze and critically evaluate evidence to formulate and organize sustainable strategies by Green Techniques and Methods. 5. Obtain a detailed understanding of the key terms, definitions and requirements of Environmental Reporting and ISO 14001. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Green Management: The Concept of Green Management; Evolution; nature, scope, importance and types; Developing a theory; Green Management in India; Relevance in twenty first century	10
	2	Organizational Environment: Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).	14
	3	Approaches from Ecological Economics; Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories	12
	4	Environmental Reporting and ISO 14001; Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management	12
	5	Green Techniques and Methods; Green tax incentives and rebates (to green projects and companies); Green project management in action; Business redesign; Eco-commerce models	12
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin SeijasNogarida, ZEW Publications. 2. The Green Energy Management Book by Leo A. Meyer, LAMA books 		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies. 2. Green Project Management by Richard Maltzman and David Shiden, CRC Press Books. 3. Green and World by Andrew S. Winston, Yale Press
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Course: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY			Semester: VI
Course Code: BBA 307	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint students with the ethical framework within which business corporations should function and to give an overview of the corporate governance system and corporate social responsibility.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of Business ethics and its relevance in business organization. 2. Understand the scriptures of Indian ethics & their application in business. 3. Understand ethical issues in different dimensions of business. 4. Learn emerging trends in Corporate Social Responsibility in the global and Indian context and its impact on stakeholders. 5. Understand corporate governance and corporate social responsibility aided by experiential learning through community service. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Business Ethics: Business Ethics: Meaning of Ethics, Why Ethical Problems occur in Business. Ethical Principles in Business: Utilitarianism: Weighing Social Cost and Benefits, Rights and Duties, Justice and Fairness, Ethics of Care, Integrating Utility, Rights, Justice and Caring, An Alternative to Moral Principles: Virtue Ethics, Moral Issues in Business: Worker's and Employee's Rights and Responsibilities, Profit Maximization vs. Social Responsibility.	14
	2.	Indian Ethos: Components of Indian Ethos, Principles of Indian Ethos, Application of Indian Ethos to Management, Quality of Work Life and Indian Ethos	10
	3.	Impact of Ethics on Business: Ethics impact in business, Ethical issues in capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics in human resource, Ethics in information technology, Intellectual property rights, (Designs, Patents, Trademarks, Copy rights).	12
	4.	Corporate Social Responsibility: Concept, Rationale of CSR, Social responsibility theories, Pyramid of Corporate social responsibility Contemporary CSR concepts: corporate sustainability, Reputation management and social impact management, Triple Bottom Line. CSR and business ethics	12
	5.	CSR & Corporate Governance: CSR and corporate governance, Environmental aspects of CSR, CSR models, Drivers of CSR, Case Study on Corporate social responsibility, Contemporary Issues in CSR.	12

		Field work: Visit to a nearby village for community service and interaction with villagers to understand the challenge faced by them.	
		Total Hours	60
TEXT BOOK	1. Manuel G Velasquez; <i>Business ethics- concepts and cases</i> ; Pearson		
REFERENCE BOOK/ SUGGESTED READING	1. Luthans, Hodgetts and Thompson; <i>Social issues in business</i> ; Macmillan USA 2. A.C. Fernando; <i>Business Ethics</i> ; Pearson Education 3. Marianne M Jennings; <i>Cases in Business Ethics</i> ; Cengage Learning 4. Kevin Gibson; <i>Ethics and Business- An Introduction Cambridge Applied Ethics</i> ; Cambridge University Press 5. Hartman, L.P. and Chatterjee, A.; <i>Business Ethics</i> ; McGraw Hill		

Course: APPLICATION OF ARTIFICIAL INTELLIGENCE IN BUSINESS-II			Semester: VI
Course Code: BBA 308	L T P	2 0 0	Credits: 2

OBJECTIVE	To build on foundational knowledge of AI in business and introduce students to intermediate-level applications and integration strategies. This course aims to deepen understanding of AI algorithms, implementation frameworks, and strategic AI deployment across industries.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand intermediate-level AI models and their business applications. 2. Analyze AI-driven strategies used across various industries. 3. Implement basic AI solutions using no-code or low-code platforms. 4. Evaluate performance and impact of AI solutions in business settings. 5. Address ethical, legal, and policy challenges of scaling AI in business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	AI Models and Frameworks: Overview of decision trees, neural networks, and clustering methods.	6
	2.	Industry Use Cases of AI: Retail, Healthcare, E-commerce, Manufacturing – Detailed case studies.	6
	3.	AI Implementation Tools: No-code AI tools (e.g., Google AutoML, Microsoft Power Platform).	6
	4.	Data Handling and Model Evaluation: Data collection, pre-processing, performance metrics (accuracy, precision, recall).	6
	5.	AI Governance and Ethics: Data privacy, legal compliance, responsible AI practices.	6
	Total Hours		30
TEXT BOOK	<ol style="list-style-type: none"> 1. Marr, B. – Data Strategy: How to Profit from a World of Big Data, Analytics and the Internet of Things. Kogan Page. 2. Miller, T. – Introduction to Business Analytics with Artificial Intelligence. Pearson. 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Dhanjani, N. – Designing Ethical AI for Business. O'Reilly Media. 2. Rao, A. – Applied Artificial Intelligence: A Handbook for Business Leaders. Wiley. 3. Sharda, R., Delen, D., & Turban, E. – Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support. Pearson. 		

Course: ENGLISH LANGUAGE - IV			Semester: VI
Course Code: BBA 309 P	L T P	0 0 4	Credits: 2

OBJECTIVE	To understand the nuances of written communication through a practice-based approach.
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals of business writing skills. 2. Apply the writing skills for project writing. 3. Apply the writing skills for case analysis.
COURSE DETAILS	<p style="text-align: center;">Topic</p> <p>Professional Writing - The Basics</p> <ul style="list-style-type: none"> • Written Business Communication Basics • Being Managerially Appropriate • Getting it Write the First Time • Types & orders of paragraph writing. <p>Professional Writing - Applications</p> <ul style="list-style-type: none"> • Business Correspondence • Reports and Summaries • Informative and Persuasive Communication <p>Writing Skills Overview</p> <ul style="list-style-type: none"> • Planning the Writing Project, Organizing the Content, Writing the first draft, revising the draft, strengthen one's writing skills. • Written Business Case Analysis Practice. • Filling questionnaires designed for formal & informal interviews.
TEXT/REFERENCE BOOK	<ol style="list-style-type: none"> 1. Bovee, Courtland and Thrill, John; <i>Business Communication Essentials - A Skills-based Approach to Vital Business</i>; Prentice Hall.

SEMESTER VII

Course: FUNDAMENTALS OF PROJECT MANAGEMENT			Semester: VII
Course Code: BBAH 401	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about basic concepts and theories of project management and feasibility study of projects.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the core features of project management function at the operational levels. 2. Conduct feasibility study of projects. 3. Understand and apply analytical tools to project management activities. 4. Explain project risks and its management. 5. Explain procurement process and types of contracts. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Project Management Definitions, Characteristics, Scope and Classification of project, Importance of Project Management, Project Management Processes, Project Management Life Cycle, Project Success Criteria, Key competencies for Project Managers, Project Manager's Role and Responsibilities, Project Stakeholders. Project Creation using MS Project.	12
	2	Project Planning Project Feasibility Analysis (Market, Technical, Financial and Organizational Feasibility), Project Scope and Activity-Planning, Activity Sequencing, Work Breakdown Structure (WBS), Project Plan preparation, Plan Creation (Gantt Chart preparation) using MS Project.	14
	3	Project Execution, Monitoring and Control Project Network Analysis: CPM, PERT and Crashing, Project audit, Analysis of Actual Project Performance against Plan, Contract Management, Project Status Reports, Progress Measurement and Forecasting.	16
	4	Project Risk Management: Project Risk Assessment, Risk Identification, Quantitative Risk Analysis, Qualitative Risk Analysis, Risk Management Plan, Risk Monitoring & Control.	10
	5	Project Closure Project Closure, termination strategies and termination procedures; Overview of the PMP Certification Examination.	08
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Pinto J. K.; <i>Project Management - Achieving Competitive Advantage</i>. Pearson Education. 2. Gray Clifford F., Larson E. W. Desai G. V.; <i>Project Management: The Managerial Process</i>. McGraw Hill Education. 		

	3. Meredith, Jack R., Mantel, Samuel J. Jr., and Shafer, Scott M.; <i>Project Management: A Managerial Approach</i> ; Wiley. 4. Kerzner, Harold; <i>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</i> ; Wiley
REFERENCE BOOK/ SUGGESTED READING	1. Scott, Donald J.; <i>Project Management: A Quick Start Beginner's Guide For The Serious Project Manager To Managing Any Project Easily</i> ; Kindle Edition 2. Larson, Erik W. and Gray, Clifford F.; <i>Project Management: The Managerial Process</i> ; McGraw-Hill Series Operations and Decision Sciences

Course: DATA ANALYSIS USING PYTHON & R			Semester: VII
Course Code: BBAH 402	L T P	4 0 0	Credits: 4

OBJECTIVE	To introduce students to the fundamental concepts and techniques of data analysis using two popular programming languages: Python and R.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the core principles of data analysis and the use of Python and R for analytical tasks. 2. Write scripts to manipulate and clean data effectively. 3. Perform exploratory and statistical analysis on real-world datasets. 4. Visualize data insights using graphical tools and communicate findings clearly. 5. Apply foundational statistical techniques and understand their real-world implications. 		
COURSE DETAILS	Module No	Topic	Hours
	1	Introduction to Data Analysis and Programming Basics: Overview of Data Analysis: Types of data, role in decision-making, real-world examples. Introduction to Python and R: Installation (Anaconda, RStudio), basic syntax, variables, data types. Data Structures: Lists, arrays, dictionaries (Python); vectors, lists, data frames (R). Basic Input/Output and Control Flow: If-else, loops, functions. Tools: Jupyter Notebook, RStudio.	15
	2	Data Wrangling and Cleaning: Data Import/Export: Reading CSV, Excel, JSON, and APIs. Handling Missing Data: Detection, imputation, deletion. Data Transformation: String operations, date-time handling. Merging and Reshaping Data: merge, join, pivot, melt. Libraries: pandas, numpy (Python); tidyverse, dplyr, readr (R)	10
	3	Exploratory Data Analysis (EDA): Descriptive Statistics: Mean, median, mode, variance, correlation. Data Visualization Basics: Python: matplotlib, seaborn R: ggplot2.	12
	4	Introduction to Statistical Analysis: Probability Distributions: Normal, Binomial, Poisson, Inferential Statistics: Hypothesis testing, confidence intervals, t-tests, chi-square tests, Correlation and Regression: Linear regression basics, Packages: scipy.stats, statsmodels (Python); stats, lm (R).	13
	5	Introduction to Real-World Applications and Mini-Project: Mini Projects: Data Analysis Report (e.g., COVID-19 data, stock market trends, survey analysis), Introduction to Machine Learning (Optional): Simple Linear Regression, k-Means Clustering (basic concepts), Ethical Considerations in Data Analysis, Presentation of Results and Storytelling with Data.	10
		Total Hours	60

TEXT BOOK	<ol style="list-style-type: none"> 1. Bharti, Motwani; Data Analytics With R; Wiley 2. McKinney, W.; <i>Python for data analysis: Data wrangling with pandas, NumPy, and Jupyter</i>; O'Reilly Media.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kabacoff, R. I; <i>R in action: Data analysis and graphics with R</i>; Manning Publications. 2. Verzani, J.; <i>Using R for introductory statistics</i> (2nd ed.). CRC Press. 3. McKinney, W.; <i>Python for data analysis: Data wrangling with pandas, NumPy, and Jupiter</i>; O'Reilly Media.

Course: GOODS & SERVICE TAX			Semester: VII
Course Code: BBAH 403	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with various indirect taxes, legal provisions and their application.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. To give the students a general understanding of the GST law and Customs Law in the country and provide an insight into practical aspects of GST and equip them to become tax practitioners. 2. To familiarize students with Direct & Indirect Taxes, CBEC and CBDT, their role and functions, GST and its implications on domestic and on International Business. 3. To familiarize students with the process of international and domestic trade procedures. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration.	10
	2.	Levy and collection of GST Taxable event- "Supply" of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rules, taxability of reimbursement of expenses; Exemption from GST: Small supplies and Composition Scheme; Classification of Goods and Services: Composite and Mixed Supplies.	10
	3.	Input Tax Credit Eligible and Ineligible Input Tax Credit; Apportionments of Credit and Blocked Credits; Tax Credit in respect of Capital Goods; Recovery of Excess Tax Credit; Availability of Tax Credit in special circumstances; Transfer of Input Credit (Input Service Distribution); Payment of Taxes; Refund; Doctrine of unjust enrichment; TDS, TCS. Reverse Charge Mechanism, Job work.	10
	4.	Procedures Tax Invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment: Self-Assessment, Summary and Scrutiny.	10
	5.	Special Provisions	06

		Taxability of E-Commerce, Anti-Profiteering, Avoidance of dual control, E-way bills, zero-rated supply, Offences and Penalties, Appeals	
	6.	Customs Law Basic Concepts, Territorial Waters, High Seas, Types of Custom Duties, Valuation, Baggage Rules & Exemptions.	14
		Total Hours	60
TEXT BOOK	1. Chaudhary, Dalmia and Girdharwal; <i>GST – A Practical Approach</i> ; Taxmann Publications. 2. Singhania, Vinod K.; <i>GST & Customs Law</i> ; Taxmann Publications 3. Gupta, V.; <i>Goods and SERVICES TAX with CUSTOMS LAW</i> ; Sultan Chand and Sons. 4. Gupta, N.K.; <i>Goods and Service Tax- Indian Journey</i> ; Sultan Chand and Sons. 5. Mehrotra, H.C. and Agarwal, V.K.; <i>Goods and Services Tax (G.S.T) 13th Revised and updated Edition</i> ; Saahitya Bhawan publication.		
REFERENCE BOOK/ SUGGESTED READING	1. Haldia, Arpit; <i>GST Made Easy</i> ; Taxmann Publications. 2. Datey, V.S.; <i>GST Ready Reckoner</i> ; Taxmann Publications. 3. Gupta, S.S.; <i>GST-How to meet your obligations</i> ; Taxman Publications 4. <i>GST Manual</i> ; Taxmann Publications. 5. Garg, Keshav; <i>GST Ready Reckoner</i> ; Bharat Law House.		

Course: CAREER SKILLS			Semester: VII
Course Code: BBAH 404	LTP	2 0 0	Credits: 2

OBJECTIVE	To develop career-readiness through mastery of communication, grammar, professional writing and digital branding.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Apply correct grammar in written and verbal communication. 2. Build a professional resume and LinkedIn profile. 3. Participate confidently in interviews and group discussions. 4. Write effective business emails, reports, and essays. 5. Exhibit workplace etiquette and interpersonal effectiveness. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Functional Grammar and Language Use <ul style="list-style-type: none"> - Parts of speech & syntax - Agreement of verb with subject - Tenses and voice (active/passive) - Punctuation & sentence structure - Sentence completion & jumbled sentences 	08
	2.	Vocabulary & Reading Skills <ul style="list-style-type: none"> - Synonyms & antonyms - One-word substitutions - Idioms, phrases, homonyms & phrasal verbs - Skimming & scanning (comprehension) 	06
	3.	Professional Writing Skills <ul style="list-style-type: none"> - Paragraphing & essay writing - Report writing basics - Formal letters & emails - Cover letters & Statement of Purpose (SOPs) 	06
	4.	Career Communication Skills <ul style="list-style-type: none"> - Resume/CV building - LinkedIn profile creation - Elevator pitch & personal branding - Communication etiquette (verbal & non-verbal) 	06
	5.	Interview & Group Discussion Preparation <ul style="list-style-type: none"> - Common interview questions (HR/technical) - Mock interviews and feedback - GD techniques & practice sessions - Time & stress management 	04
		Total Hours	30
TEXT BOOK	<ul style="list-style-type: none"> • Randolph h. Hudson and Benard J.Selzler, Business communication: Concept and application in Electronic Age, 5/e, Jaico Reprint, Jaico, New Delhi 		
REFERENCE BOOK/ SUGGESTED READING	<ul style="list-style-type: none"> • Kitty o. Locker and Stephen Kyo Kaczmarek. Business communication: building critical skills, 3/e,tmh,,New Delhi 		

	<ul style="list-style-type: none"> • Booher, Dianna. E- writing: 21st Century tool for effective communication. New york: Poket Books, Division of Simon and Schuster, Inc. • Guffey, Mary Ellen, e book Business communication: Process and Product. 5/e Cincinnati: Southwestern College Publishing/Thomson
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SEMESTER VIII

Course: TOTAL QUALITY MANAGEMENT			Semester: VIII
Course Code: BBAH 405	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the concept, principles and tools of total quality management.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations 2. Know the principles of total quality management and peculiarities of their implementation. 3. Be able to use quality management methods analyzing and solving problems of organization. 4. Understand and apply the five-step DMAIC model as a framework to organize process improvement activity. 5. Know Quality Management Standards and be able assess organization's performance referring to their criteria. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Total Quality Management: Concept and Fundamentals Definition and Dimensions of Quality, Evolution of Quality Management, TQM Framework, Principles of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, and Juran's Trilogy, Barriers to TQM.	12
	2	Human Aspect of Total Quality Management TQM Culture, Resistance to Change, Quality Leaders: Role and Characteristics, Employee Involvement, Motivation, Empowerment, Recognition and Reward, Quality Council, Teamwork for TQM.	10
	3	Total Quality Management Tools & Techniques- I Statistical Process Control (SPC), Seven QC Tools, Continuous Improvement: PDCA cycle, Business Process Re-Engineering (BPR), Benchmarking, Quality Function Deployment (QFD), Failure Mode and Effect Analysis, Malcolm Baldrige Award Model, TQM Implementation Process.	14
	4.	Total Quality Management Tools & Techniques- II Process Capability, Concept and Benefits of Six Sigma, DMAIC Approach, Implementation Process. Six Sigma Team; Total Productive Maintenance (TPM): Concepts, Improvement needs; Performance Measures.	14
	5.	Quality Management System Quality Statements; Customer Focus: Customer Orientation, Customer Satisfaction, Customer Complaints, Customer Retention; Cost of Quality: Direct and Indirect Cost. Total	10

		Quality Cost Curve, Quality Index, ISO9001 Quality Standards, and Quality Audits.	
		Total Hours	60
TEXT BOOK	1. Besterfield, D.H., Besterfield, C., Besterfield, G.H. and Besterfield, M.; <i>Total Quality Management</i> ; Pearson Education 2. Ross, J.E.; <i>Total Quality Management: Text, Cases, and Readings</i> ; St. Lucie Press		
REFERENCE BOOK/ SUGGESTED READING	1. Evans, J.R. and Lindsay, W.M.; <i>An Introduction to Six Sigma and Process Improvement</i> ; Thomson Learning 2. Thomas Pyzdek and Keller, Paul; <i>The Six Sigma Handbook</i> ; McGraw Hill 3. Pande, P., Neuman, R. and Cavanagh, R.; <i>The Six Sigma Way</i> ; McGraw Hill		

Course: DATA ANALYSIS USING E-VIEWS			Semester: VIII
Course Code: BBAH 406	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide hands-on experience in data handling, statistical testing, and model estimation using EViews with a focus on practical applications in economics, business, and social sciences.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals of data analysis and econometric modeling. 2. Use EViews software to import, manage, and visualize datasets. 3. Perform descriptive, inferential, and time series analysis using EViews. 4. Estimate and interpret regression models and test econometric assumptions. 5. Apply learned techniques to real-world datasets for forecasting and policy analysis. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Data Analysis and EViews: Overview of data types and sources, Introduction to EViews: Interface and functions, data input methods: Manual, Excel, CSV, and database import, dataset structure: Workfile, series, and group, basic descriptive statistics and graphical tools in EViews	12
	2.	Descriptive Statistics and Data Visualization: Measures of central tendency and dispersion, data transformation and cleaning, generating histograms, boxplots, scatter plots, line graphs, Correlation analysis and covariance matrix, data filtering and sub-sampling	10
	3.	Regression Analysis using EViews: Simple and multiple linear regression, Interpretation of regression output: coefficients, R^2 , p-values, Hypothesis testing: t-tests, F-tests, Dummy variables and interaction terms, Classical linear regression assumptions	14
	4.	Diagnostic Testing and Model Selection: Testing for multicollinearity, heteroscedasticity, and autocorrelation, Model specification and misspecification tests, Normality testing (Jarque-Bera test), Model comparison: AIC, BIC, Residual analysis and goodness of fit	12
	5.	Time Series Analysis and Forecasting: Time series data structure in EViews, Stationarity and unit root tests (ADF, PP tests), ARMA/ARIMA models, Lag selection and forecast evaluation, Forecasting with EViews: static and dynamic forecasts	12
		Total Hours	60
TEXT BOOK	1. Brooks, C. (2019). <i>Introductory Econometrics for Finance</i> (4th ed.). Cambridge University Press.		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 2. Gujarati, D. N., & Porter, D. C. (2020). <i>Basic Econometrics</i> (6th ed.). McGraw-Hill Education. 3. Studenmund, A. H. (2017). <i>Using Econometrics: A Practical Guide</i> (7th ed.). Pearson. 4. Kufel, T. (2007). <i>Modern Econometric Analysis: Using EViews</i>. Springer.
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Course: ECONOMIC POLICY ANALYSIS			Semester: VIII
Course Code: BBAH 407	L T P	4 0 0	Credits: 4

OBJECTIVE	To develop analytical skills for assessing macroeconomic and microeconomic policy tools, understanding international economic frameworks, and applying policy research methods to real-world scenarios to support effective decision-making in public and private sector economics.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Explain the objectives, tools, and institutional framework of economic policy and analyse the government's role in macroeconomic management. 2. Evaluate the functioning and impact of monetary and fiscal policies in achieving macroeconomic objectives such as growth, stability, and employment. 3. Analyse microeconomic policy interventions in sectors like agriculture and industry, focusing on market failures, regulation, and contemporary policy measures in India. 4. Examine the implications of international trade agreements, exchange rate policies, and global financial institutions on national economic policy and trade performance. 5. Apply policy research methods, cost-benefit analysis, and impact assessment models to evaluate economic policies using real-world case studies. 		
COURSE DETAILS	Module No.	Topics	Hours
	1.	Introduction to Economic Policy Definition and objectives of economic policy; Role of government in the economy; Macroeconomic policies and their impact: fiscal policy, financial and monetary policies; Policy-making process and institutions; Tools and techniques for economic policy analysis	12
	2.	Macroeconomic Policy Macroeconomic objectives (economic growth, price stability, full employment); Monetary policy and its tools (interest rates, money supply, open market operations); Fiscal policy and its instruments (government spending, taxation, budget deficit/surplus); Government debt and its implications; Policy evaluation and impact assessment	12
	3.	Microeconomic and contemporary Policy Market failures and rationale for microeconomic policy interventions; Consumer protection and competition policies; Regulation and antitrust policies; Agriculture: policies and performance; production and productivity, credit, labour markets and pricing; Industry: policies and performance, production trends, small scale industries, public sector, labour regulation; Industrial policies in India	12
	4.	International Economic Policy International trade policies and agreements; Exchange rate policies and their impact on trade and investment; International financial	12

		institutions and their role in economic policy; Global economic governance and policy coordination; Services and trade: trends and performance, trade and investment policy (Indian context)	
	5.	Policy Analysis and Evaluation Policy research methods and data analysis techniques; Cost-benefit analysis and its application in policy evaluation; Economic impact assessment and modeling; Policy implementation and monitoring; Case studies and real-world policy analysis exercises	12
		Total Hours	60
TEXT BOOK	1. Policy Analysis: Concepts and Practice by David L. Weimer, Aidan R. Vining 2. William K. Bellinger, The economic and analysis of public policy: Routledge.		
REFERENCE BOOK/ SUGGESTED READING	1. The Art and Craft of Policy Advising: A Practical Guide by Catherine E. de Vries and Paul F. M. J. Verschure 2. Public Finance and Public Policy" by Jonathan Gruber 3. Economic Policy: Theory and Practice by Agnès Bénassy-Quéré, Benoît Cœuré, Pierre Jacquet, Jean Pisani-Ferry		

Course: FINTECH			Semester: VIII
Course Code: BBAH 408	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide learners with a comprehensive understanding of the FinTech ecosystem, including the knowledge of big data, AI, blockchain, and regulatory frameworks.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the foundational concepts of FinTech, its key drivers, emerging sectors, and the role of advanced technologies such as IoT, blockchain, and 5G in transforming financial services. 2. Analyze how AI, machine learning, and cloud computing are reshaping financial services through innovations like digital payments, mobile wallets, and cryptocurrency platforms. 3. Gain insights into how FinTech is revolutionizing banking and financial services, supported by case studies, and will understand trading strategies and analysis in crypto markets. 4. Explain various risks related to FinTech, including cyber and operational risks, and examine the role of regulatory bodies and frameworks in governing FinTech innovations in India. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	FinTech: Introduction and Overview What is FinTech? Drivers of FinTech; How Is FinTech transforming finance; Emerging sectors in FinTech; Global statistics for FinTech; FinTech innovation using internet of things Block chain and 5G; Virtual accounting, financial issues in Fintech, Tech giants in FinTech.	15
	2	Big Data and AI for Fintech Applications of AI in FinTech; Role of AI in reshaping Financial Services; AI tools used in FinTech; AI and future of finance: digital payments, mobile wallets, payment platform, crypto assets and currencies.; FinTech innovation using cloud computing, AI and Machine Learning	15
	3	Fintech leadership in financial services Fintech in financial services and banking; Disruptive financial technologies; Fintech revolution with specific case studies; Crypto Assets and Cryptocurrencies; Fundamental analysis and trading strategies for Crypto Markets	15
	4	FinTech associated risk and Regulations. Cyber risk in data centric financial system; Operational risk and its impact in FinTech; Risk associated with payment, Lending and supply chain financing; Credit risk modelling and Alternate approaches FinTech regulations; Role of Central Bank in regulation; Regulatory licensing Scheme; Latest regulatory changes in India.	15
		Total Hours	60

TEXT BOOKS	1. Emerging FinTech: Understanding and Maximizing Their Benefits by Paul Taylor, (Business Expert Press).
REFERENCE BOOKS	1. Chishti, S., & Barberis, J. <i>The Fintech book: The financial technology handbook for investors, entrepreneurs and visionaries</i> . John Wiley & Sons. (Springer). 2. Lynn, T., Mooney, J. G., Rosati, P., & Cummins, M. <i>Disrupting finance: FinTech and strategy in the 21st century</i> Springer Nature.

Course: CONTEMPORARY BUSINESS ISSUES			Semester: VIII
Course Code: BBAH 409	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide students with an in-depth understanding of the evolving Indian business landscape by exploring the macroeconomic environment, consumer behaviour trends, financial systems, CSR practices and entrepreneurial innovations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Analyze the structure of the Indian economy and evaluate the impact of regulatory reforms, globalization, and government initiatives on business operations. 2. Examine the evolving preferences and demographics of Indian consumers and assess the effectiveness of branding and digital marketing strategies. 3. Interpret the structure of the Indian financial system and evaluate investment avenues, financial instruments, and inclusion initiatives in the Indian context. 4. Assess the legal framework, sustainability considerations, and impact of CSR practices adopted by Indian businesses. 5. Evaluate the entrepreneurial ecosystem, government support mechanisms, and innovation-driven startup success stories in the Indian business environment. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Indian Economy and Business Environment: Overview of the Indian economy: key sectors, growth drivers, and challenges; Economic reforms and liberalization policies in India; Business regulatory environment in India; Government initiatives to promote entrepreneurship and ease of doing business; Gig economy and Circular economy concepts; Impact of globalization on Indian businesses; Case studies on Indian companies' success stories and challenges	12
	2.	Emerging Trends in Indian Consumer Behavior: Understanding the Indian consumer market; Cultural factors influencing consumer behavior in India; Changing consumer demographics and preferences; Rise of e-commerce and digital marketing in India; Branding and marketing strategies for Indian consumers; Case studies on successful marketing campaigns in India	12
	3.	Indian Financial System and Investment Opportunities: Structure and functions of the Indian financial system; Indian stock market and investment avenues; Banking and insurance sector in India; Venture capital and private equity investments in Indian startups; Government initiatives to promote financial inclusion; Case studies on investment success and failures in the Indian context	12
	4.	Corporate Social Responsibility (CSR) in India: Understanding CSR and its significance in the Indian context; Legal and regulatory framework for CSR in India; CSR practices and initiatives by Indian companies; Sustainability and environmental considerations in CSR; Stakeholder engagement	12

		and impact assessment in CSR; Case studies on notable CSR initiatives in India	
	5.	Entrepreneurship and Innovation in India: Entrepreneurship ecosystem in India: opportunities and challenges; Startups and the role of incubators and accelerators; Government schemes and support for entrepreneurs in India; Innovation and technology-driven entrepreneurship in India; Funding options and venture capital landscape in India; Case studies of successful Indian entrepreneurs and startups	12
		Total Hours	60
TEXT BOOK	1. Ramesh Singh, "Indian Economy"; McGraw Hill 2. Schiffman, K, Consumer Behavior; Pearson 3. Agarwal. S.K, Corporate Social Responsibility in India; Sage Publication		
REFERENCE BOOK/ SUGGESTED READING	1. Bharti Pathak, Indian Financial System: Theory and Practice", Pearson		

Course: TECHNOLOGY AND SOCIETY			Semester: VIII
Course Code: BBAH 410	L T P	4 0 0	Credits: 4

OBJECTIVE	To help students understand the origins and evolution of society and technological revolutions in India and to explore the dynamic relationship between technology and society		
COURSE OUTCOMES	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Introduce students to the foundational concepts of society and technology, including their definitions, historical evolution, and the interdependent relationship between societal structures and technological developments. 2. Explore the social systems and stratifications within Indian society, including cultural institutions, caste, gender, ecology, and the Indian knowledge system, and how these factors shape and are shaped by technological change. 3. Analyze the impact of technology on various societal dimensions, such as politics, health, environment, democracy, and communication, with a focus on recent technological advancements and their broader implications. 4. Examine the technological environment of business, including factors influencing technological adoption, technology transfer, intellectual property rights, legal frameworks, and the intersection of technology with globalization and sustainable practices. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Basic Concepts of Society and Technology: Definition of Society, nature of society, Introduction: History and the Idea of Technology, what is Technology, Agriculture revolution, Relationship between society and Technology, Historiography of Technology, Technology: Fire, wheel, tools technology.	15
	2.	Society: Social System & Social Stratification of Indian Societies: Social process & Socialization Culture Community, Norms and values, Institutions: Marriage, Family, Kinship and Groups, Social and cultural change in India, Factors of social and cultural changes in India, Caste /Ethnicity based Stratification, Gender based Stratification, Religion based Stratification, Ecological based Stratification.	15
	3.	Technology: Technological Society, Technology and Politics, Health, Medicine and Technology, Technology and Democracy, Environmental issues, Technology, Innovation, and Responsibility, Technological advancements: web tools, MOOCs, Revolution in Communication Technology, Technological Revolution: Communication and Medical (Power Technology and Steam, Communications: Transport, Electricity, Developments in Modern Medicines, and Technology in the 20th Century, Industry and Innovations.	15

	4.	Technological Environment of Business: Factors Influencing Technological Environment, Role and Impact of Technology on Business, Transfer of Technology: Channels, Methods and Limitations, Intellectual Property Rights and Trademarks, Information Technology Act, 2000.	15
		Total Hours	60
TEXT BOOK	1. Anderson, M.L. & Taylor, H.F. Understanding Sociology. New Delhi. Cengage Learning India Private Limited. 2. Haralambos, M. & R. M. Heald. Sociology: Themes and Perspective. London: Harper Collins. 3. Gupta, D. Social stratification. Oxford University Press. (Selected essays)		
REFERENCE BOOK/ SUGGESTED READING	1. Headrick, Daniel R. The Tools of Empire: Technology and European Imperialism in the Nineteenth Century, Oxford. 2. Headrick, Daniel R. The Tentacles of Progress: Technology Transfer in the Age of Imperialism Oxford. 3. Hobsbawm, E.J. The Age of Revolution, New York. 4. Howard H Fredrick Global Communication and International Relations, Wadsworth Publishing Company, California. 5. Simon Serfaty The Media and Foreign Policy, St. Martin Press, New York.		

Course: MANAGING CYBER SECURITY IN INFORMATION AGE			Semester: VIII
Course Code: BBAH 411	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart basic knowledge about Information security and cyber threat with focus on cyber security to manage Information system of Organizations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the basics of information and various types of threats to the system. 2. Examine the mechanism of security goals. 3. Understand the mechanism of physical security of information systems and disaster systems. 4. Examine the mechanism of document security and various cryptographic techniques like application of digital signature. 5. Evaluate the cybercrime and their counter legal remedies. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction History of information systems and its importance, Basics, changing nature of information systems, Need of distributed information systems, Role of Internet and web services, Information system threats and attacks, Classification of threats and assessing damages, Security in mobile and wireless computing, Authentication service security, Security implication for organizations.	12
	2	Principles of Information Security Basic principles of information security, Confidentiality, Integrity availability and other terms in information security, Information classification and their roles, Security threats to E-commerce, Concepts in electronic payment systems, E-cash, Credit/Debit cards, Payment gateway, Trusted third party, SSL.	12
	3	Physical Security and Disaster Control Physical security: needs, disaster and control, Biometrics, Factors in biometrics systems, Benefits, Criteria for selection of biometrics, Design issues in biometric systems, Interoperability issues, ISO 27001, SEE-CMM, Information security vs. privacy.	12
	4	Document Security and Cryptography Model of cryptographic systems, Issues in documents security, System keys, public key cryptography, Digital signature, Requirement of digital signature system, Firewalls, Design and implementation issues of firewalls, Perimeter for network protection, Network attacks, Need of intrusion monitoring and detection.	12
	5	Cyber Crime and Cyber Law	12

		Laws, Investigation and ethics, Cybercrime, Information security and law, Types and overview of cybercrimes, Cyber law issues in E-business management, overview of Indian Information Technology Act, Ethical issues in intellectual property rights, Copy right, Patents, Data privacy and protection, Domain name, Software piracy, Plagiarism, Issues in ethical hacking.	
		Total Hours	60
TEXT BOOK	1. Godbole, N.; <i>Information Systems Security: Security Management, Metrics, Frameworks and Best Practices</i> ; Wiley		
REFERENCE BOOK/ SUGGESTED READING	1. Merkow, M. and Breithaupt, J; <i>Information Security: Principles and Practices</i> ; Pearson 2. Schou, C and Shoemaker, D.P.; <i>Information Assurance for the Enterprise: A Roadmap to Information Security</i> ; McGraw Hill 3. Sood, V; <i>Cyber Laws Simplified</i> ; McGraw Hill		

Course: ADVANCED CAREER SKILLS			Semester: VIII
Course Code: BBAH 412	L T P	2 0 0	Credits: 2

OBJECTIVE	To acquaint students with the concepts of Résumé writing, cover letter and orient them to develop career skills.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Build an advanced understanding of resume writing. 2. Create a suitable and effective Résumé. 3. Develop skills to interact with digital platforms for Resume building. 4. Create cover letter. 5. Learn Career skills that enables to manage one's career and job. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Resume Writing Concept of Résumé Writing, Difference among Resume, Curriculum Vitae, Biodata, The Function of a Resume, Types of Resumes, Elements of Résumé, -Length, Fronts, Spacing, Layout, Margins and Printing, File Formats, Section Headings-Resume Header, Objective/Summary/Profile statement, Work Status, Experience, Education, Skills, Involvement, Research, Honors and Awards, Publications, Activities and Interests.	08
	2.	Understanding Keywords About ATS (Applicant Tracking System), Researching Keywords, Using Keywords in Your Resume, Adapting Resumes to Applicant Tracking Systems, Resumes in the Digital Age, Job Search Strategies-Usage of Online Job Boards and Professional Networking Sites, Employment Exchanges, Recruitment Agencies, and Job Portals respectively.	08
	3.	Tailoring Your Resume Customizing your resume for specific job opportunities, Analyzing job descriptions and aligning qualifications. How to develop Video CV.	04
	4.	The Cover Letter and Other Application Materials Understanding the purpose and structure of a cover letter, Developing Professional References, Evaluating alternatives of cover letter, Other Preparations- Key Elements, Basic Rules. Crafting thank-you letters and follow-up emails after interviews, Presence through LinkedIn and other platforms.	05
	5	Career Skills Presentation Skills, Corporate Etiquette, Corporate Telephone Etiquette, Handling Corporate Interviews, Writing an Effective Email, Making Impactful Presentations, Soft Skills, Career Cruising, Understanding Different Interview Formats (e.g., Behavioral, Technical), Practicing Common Interview Questions and Developing Strong Responses, Enhancing Non-	05

	Verbal Communication Skills (Body Language, Eye Contact), Following Up After the Interview.	
	Total Hours	30
TEXT BOOK	1. Farr.M., <i>The Quick Resume & Cover Letter Book: Write and Use an Effective Resume In Just One Day</i> ; JIST Publishing 2. Littleford,D., Halstead.J., and Mulraine. C., <i>Career Skills: Opening Doors into the Job Market</i> ; Palgrave Macmillan	
REFERENCE BOOK/ SUGGESTED READING	1. Yate.M., <i>Knock 'Em Dead Resumes: How to Write A Killer Resume That Gets You Job Interviews</i> . Adams Media 2. Hatch.D., <i>Write Everything Right</i> ; Direct Marketing IQ 3. Bennett. S., <i>The Elements of Résumé Style</i> ; American Management Association 4. Ferguson., <i>Professional Ethics and Etiquette</i> ; Infobase Publishing 5. Siddons. S., <i>The Complete Presentation Skills Handbook: How to Understand and Reach Your Audience for Maximum Impact and Success</i> ; Kogan Page	

Course: RESEARCH PROJECT			Semester: VIII
Course Code: BBAH 413	L T P	0 0 0	Credits: 12

OBJECTIVE	To develop the ability of BBA (Honours with Research) students to undertake systematic research, critically analyze data, and prepare a comprehensive project report.
COURSE OUTCOMES	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate the ability to design and conduct systematic research on relevant topics. 2. Formulate a clear and researchable problem statement and research objectives and conduct a comprehensive review of relevant literature. 3. Design an appropriate methodology for data collection and apply critical thinking and problem-solving skills in research contexts. 4. Prepare a structured and well-documented research project report presenting research findings in a structured and scholarly format. 5. Defend research findings through a formal presentation or viva-voce.
COURSE DETAILS	<p>Suggested format for Preparation of Research Project Report for Bachelor of Business Administration BBA (Hons. with Research), the Project should include:</p> <ul style="list-style-type: none"> • The First page should include Name of the Institute / University, Title of Project undertaken, Name of Supervisor, Name of Student & Roll Number. • Certificate by Candidate of genuine work. • Acknowledgement. • Certificate of approval by Research Supervisor <p>1. Arrangement of Contents:</p> <ol style="list-style-type: none"> a) Cover Page Title Page (Same as cover Page) b) Declaration c) Certificate by company d) Certificate by Internal Faculty Supervisor e) Acknowledgement from students f) List of Symbols g) List of abbreviations h) List of Tables i) List of figures j) Table of contents k) Chapter: Introduction (and Sequential Chapters) l) Format of Bibliography <p>2. Description of the work (to be divided into the following chapters):</p> <p>Chapter 1: Introduction</p> <ol style="list-style-type: none"> 1.1 Overview of the topic ,1.2 Research Gap,1.3 Research Objective/s, 1.4 Research Question/s,1.5 Conceptual Framework <p>Chapter 2: Literature Review:</p> <p>This Point includes Review of the work carried out by other researcher in similar area or related area. (Findings from previous academic research studies in the topic under study).</p>

	<p>Chapter 3: Research Methodology</p> <p>3.1 Research Design, 3.2 Sample Design- • Sample size (with justification)- • Sampling Method (with justification), 3.3 Data collection method</p> <p>Chapter 4: Data Analysis</p> <p>4.1 Methods & techniques of data analysis, 4.1.1 Data analysis concept, 4.1.2 Data analysis process, 4.2 Detail analysis & interpretation</p> <p>Chapter 5: Findings, Conclusion & Recommendations</p> <p>5.1 Findings, 5.2 Conclusion, 5.3 Recommendations, 5.4 Future Scope of Study, 5.5 Limitations of the study</p> <p>Appendix & Bibliography</p> <p>Sample questionnaire Bibliography</p> <p>Course Structure & Deliverables: The course will involve both independent work and faculty supervision. It is structured in the following phases:</p> <p>Phase 1: Proposal Development (Weeks 1–3)</p> <ul style="list-style-type: none"> • Topic selection and approval • Defining research questions, objectives, and hypotheses (if applicable) • Literature review • Initial methodology design <p>Phase 2: Research Design & Data Collection (Weeks 4–7)</p> <ul style="list-style-type: none"> • Finalizing research design • Instrument development (questionnaire, interview schedule, etc.) • Data collection (primary/secondary sources) <p>Phase 3: Data Analysis (Weeks 8–10)</p> <ul style="list-style-type: none"> • Data entry, coding, and cleaning • Statistical or qualitative data analysis using tools (e.g., SPSS, Excel, NVivo) <p>Phase 4: Report Writing (Weeks 11–13)</p> <ul style="list-style-type: none"> • Drafting chapters: Introduction, Literature Review, Methodology, Results, Discussion, Conclusion • Referencing and formatting as per departmental guidelines <p>Phase 5: Submission & Viva Voce (Weeks 14–15)</p> <ul style="list-style-type: none"> • Final submission of the research project/dissertation • Oral defence or presentation before a panel <p>Academic Integrity:</p> <ul style="list-style-type: none"> • All work must be original and free from plagiarism. • Standard referencing styles (APA/MLA/Chicago) must be followed. • Any form of academic dishonesty will result in disqualification.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Cooper, D. R., & Schindler, P. S. (2019). Business Research Methods (13th ed.). McGraw-Hill Education 2. Kumar, R. (2022). Research Methodology: A Step-by-Step Guide for Beginners (5th ed.). SAGE Publications.

	3. Creswell, J. W., & Creswell, J. D. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (5th ed.). SAGE.
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SPECIALIZATIONS OFFERED
MARKETING MANAGEMENT (MRM)

Course: PRODUCT AND BRAND MANAGEMENT			Semester: V
Course Code: MRM 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize students with the fundamental understanding to develop, measure, analyze and manage brands and product categories of an organization.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the basic concepts related to the product and product management 2. Develop the product mix and plan strategies across the product life cycle. 3. Evaluate the New Product Development and Diffusion Process 4. Develop a conceptual understanding of brand management. 5. Explain the concept of Brand equity and Brand management process. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Product Management Introduction to product management, Products and their types, Product focused organization v/s Market focused organization, Product management: facts versus fiction, changes affecting product management.	10
	2	Product Strategy Product mix: length, width, depth and consistency, Product line extensions and contractions, Product line filling and line pruning, Product Life Cycle	12
	3	New Product Development Classification of new products, New product development process: idea generation, idea screening, concept development and testing, Business analysis, Product development, Market testing and commercialization, Product Diffusion and Adoption	12
	4	Brand Management Meaning and characteristics of brands, Branding Challenges and Opportunities, Strategic Brand Management Process, Brand Elements: Characteristics and Criteria for Choosing Brand elements, Brand Positioning and Perceptual Mapping, Brand personality, Brand Identity, Internal Branding, Brand Audit. Co-branding.	14

	5	Brand Equity Meaning and importance of brand equity, Steps of Brand Building, Brand Value Chain, Brand Knowledge, Secondary Brand Knowledge, Brand image, Brand loyalty, Brand Architecture and Brand Hierarchy, Brand Extensions. Financial valuation of brands	12
		Total Hours	60
TEXT BOOK	1. Keller L Kevin; <i>Strategic Brand Management</i> ; Pearson Education 2. Lehmann, D.R and Winer, R.S; <i>Product Management</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Kapferer, J.N.; <i>The New Strategic Brand Management</i> ; Kogan Page 2. Aaker, D.; <i>Aaker on Branding: 20 Principles That Drive Success</i> ; Sage Publications 3. Majumdar, R.; <i>Product Management in India</i> ; Pearson Education 4. Crawford, C. Merle and Anthony Di Benedetto; <i>New Products Management</i> ; McGraw Hill		

Course: CONSUMER BEHAVIOR			Semester: V
Course Code: MRM 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with issues in and dimensions of consumer behavior.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the introductory concepts of marketing in relation with consumer behaviour 2. Identify the consumer buying behaviour and evaluate consumer decision making process 3. Analyze the internal determinants of consumer buying behaviour. 4. Examine the external determinants of consumer buying behaviour. 5. Develop marketing strategies for new launches of products in sync with consumer adoption process 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Nature & scope of consumer behavior, Role of consumer behavior, Determinants of consumer behavior, Market Segmentation and Positioning.	10
	2.	Consumer Buying Process Types of consumers buying behavior: extensive problem solving, limited problem solving, routine problem solving and dissonance reducing behavior, Consumer decision making process: Pre purchase, purchase and post purchase behavior, Organizational buying behavior.	14
	3.	Internal Determinants of Buying Behavior Consumer Motivation and involvement, Personality and Self-Concept, Consumer perception, Consumer attitude & Learning.	12
	4.	External Determinants of Buying Behavior Reference groups and group dynamics, Family as Consuming unit, Social and cultural environment of consumer: Social class and social stratification, Cultural, Sub-Cultural and Cross Cultural influences. Social class and social stratification.	14
	5.	Innovation Diffusion and Consumer Adoption Process Diffusion of innovation and consumer adoption process. Consumer satisfaction, Consumer Loyalty, Opinion leadership.	10
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Ramesh Kumar S., Schiffman Leon, Kanuk, Leslie Lazar; <i>Consumer Behavior</i>; Pearson 2. Loudon, David L. and Della, Bitta Albert J.; <i>Consumer Behavior</i>; McGrawHill. 		
REFERENCE BOOK/	<ol style="list-style-type: none"> 1. Engel, James F., Roser, D. Blackwell, and Paul, W. Miniard; <i>Consumer Behavior</i>; Dryden Press 		

SUGGESTED READING	<ol style="list-style-type: none"> 2. Hawkins, Dal., Roger, J. Best and Kenneth, A. Coney; <i>Consumer Behavior Implication for Marketing Strategy</i>; McGrawHill 3. Hoyer, Wayne D. and Debovar, J. MacInnis; <i>Consumer Behavior</i>; Houghton Mifflin Company 4. Wikie, William L; <i>Consumer Behavior</i>; Wiley 5. Assael, H.; <i>Consumer Behavior and Marketing Action</i>; South Western Publishing Company
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Course: MARKETING OF SERVICES			Semester: VI
Course Code: MRM 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint students with the concepts and processes of services marketing and to enable them to solve problems relating to marketing of services.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Differentiate the process of marketing of goods as compared to marketing of services. 2. Identify the applications of marketing of services in different industries. 3. Understand the metrics to measure service quality. 4. Understand revenue management in service marketing. 5. Visualise future changes in the services industry. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Concepts and Issues of Services Marketing Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector.	10
	2	Strategic Issues in Services Marketing The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance. customer perceptions of service, Consumer behavior in service marketing, Segmentation, Targeting, Differentiation and Positioning of services.	10
	3	Concept of Service Marketing Mix Price: pricing concepts and issues in pricing, pricing policy, and pricing approaches, Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options, service distribution strategy, physical evidence and the services cape, People, Process.	13
	4	Managing Service Quality & Service Design Essentials of a service system, Components of services, designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management.	13
	5	Application of Services Marketing Financial services, Hospitality services, Healthcare services, educational services and professional services.	14
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Zeithaml, G. B., and Pandit, A.; <i>Services Marketing</i>; McGraw Hill 2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta; <i>Services Marketing: People, Technology and Strategy</i>; Pearson Education. 		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Nargundkar, Rajendra; <i>Services Marketing: Text and Cases</i>; McGraw Hill 2. Verma, H. V.; <i>Services Marketing: Text and Cases</i>; Pearson Education 3. Apte, G.; <i>Services Marketing</i>; Oxford University Press
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Course: INTEGRATED MARKETING COMMUNICATION			Semester: VI/VII
Course Code: MRM 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the nature, purpose and complexity in planning and execution of an effective integrated marketing communication program.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the perspective of Integrated Marketing Communications. 2. Develop integrated marketing campaigns. 3. Analyze the advertising and communication strategies of different companies. 4. Compare the media strategies of different companies. 5. Apply IMC concepts in developing a limited promotional campaign that includes message development and media selection for a product or service. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Evolution of IMC and reasons for its growth, IMC planning process, Communication process: traditional and alternative response hierarchy models, establishing objectives and budgeting, determining promotional objectives, DAGMAR approach, Promotional budget.	14
	2	Creative and Media Strategy The creative process: Advertising appeals and execution, Media planning and strategy: developing a media plan, Market analysis and establishing media objectives, Developing, and implementing media strategies, Evaluation and follow up, Advertising spiral.	13
	3	Managing Mass Communication (Tools): Developing and managing advertising programs, deciding on media, and measuring effectiveness, Sales promotion, Events and experiences, Public Relations, Publicity.	13
	4	Managing Personal Communication Direct marketing, Interactive marketing, Word of mouth, Personal selling.	10
	5	Advantages & Disadvantages of Traditional and Modern Media: Advantage and disadvantages of TV, Radio, Print and online other media.	10
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Clow, K.E. and Baack, D.; <i>Integrated Advertising, Promotion and Marketing Communication</i>; Pearson Education. 2. Belch, George E. and Belch, Michael E.; <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i>; McGraw Hill 		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kotler, P., Keller, K., Koshy, L. and Jha, M.; <i>Marketing Management-A South Asian Perspective</i>; Pearson Education 2. Batra, R., Myers, J. G. and Aaker, D. A.; <i>Advertising Management</i>; Pearson Education 3. Shah, K., D'Souza, A.; <i>Advertising and Promotions: An IMC Approach</i>; McGraw Hill
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Course: SEARCH ENGINE MARKETING AND SEO			Semester: VI/VII
Course Code: MRM 05 E	L T P	4 0 0	Credits: 4

OBJECTIVE	This course aims to equip students with a comprehensive understanding of Search Engine Marketing (SEM) and Search Engine Optimisation (SEO), focusing on strategic, analytical, and technical aspects of driving paid and organic search traffic.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Explain the functioning of search engines and analyze the role of algorithms in digital visibility. 2. Interpret and apply key SEM terminologies in structuring and evaluating paid search campaigns. 3. Design, manage, and optimize Google Ads campaigns aligned with specific marketing goals and target audiences. 4. Implement on-page SEO strategies to enhance content relevance, usability, and search rankings. 5. Apply off-page, local, and technical SEO techniques to boost website authority, discoverability, and performance. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Understanding the Search Engine: Introduction to Search Engines, Evolution and history of search engines, Major search engines: Google, Bing, Yahoo, etc., Understanding Search Engine Results Pages (SERPs). How Search Engines Work: Crawling - Bots and spiders, Indexing - Data storage and retrieval, Ranking - Algorithms and relevance. Search Engine Algorithms: Overview of key algorithms, Impact of algorithm updates on SEO strategies.	8
	2.	Introduction to SEM Terminologies: Pay per Click (PPC), Cost Per Click (CPC), Cost Per Mille (CPM), Click-Through Rate (CTR). Keyword: Keyword Research and Selection for SEM & SEO, Importance of keywords in SEM, Different Types of Keywords, Tools for keyword research: Google Keyword Planner, SEMrush, Ahrefs. Identifying target keywords, Difference between keywords stuffing & Keyword placement, Match types: Broad, Phrase, Exact, Negative.	10
	3.	Search Engine Marketing and Google Ad words: Fundamentals of Search Engine Marketing (SEM): Definition and importance of SEM, Differences between SEO and SEM. Key Terminologies in SEM: Quality Score, Ad Rank, Ad Copy and Extensions, Crafting effective ad copies, Utilizing ad extensions: Sitelinks, Callouts, Structured Snippets, Landing Page, Importance of landing pages in SEM, Best practices for designing high-converting landing pages. Introduction to Google Ads: Overview of Google Ads platform, Account structure: Campaigns, Ad Groups. Ads Campaign Types and Objectives: Search Network campaigns, Display Network campaigns, Shopping campaigns, Video campaigns.	16

		Bidding Strategies, Setting daily and monthly budgets, Targeting and Audience Segmentation.	
	4.	Understanding of Search Engine Optimization: Introduction to SEO: Definition and significance of SEO, Differences between On-Page and Off-Page SEO. On-Page SEO: Meaning of On-page SEO, Title tags, meta descriptions, header tags (H1, H2, H3 to H6), URL structure and internal linking, Image optimization: Alt text, file names, Content Optimization: Creating high-quality, relevant SEO friendly content, Inserting keywords in content, Technical Aspects of On-Page SEO, HTML and XML sitemaps and robots.txt. Mobile responsiveness and page speed.	12
	5.	Off-Page SEO: Meaning of Off-page SEO, Link building: Strategies and best practices, Backlinks, Importance of Backlinks, Getting Backlinks, Difference Between Do-Follow and No-Follow Backlinks, Social bookmarking and directory submissions, Guest blogging and influencer outreach. Local SEO: Importance of local SEO for businesses. Google My Business optimization, NAP consistency and local citations, Managing online reviews and ratings. Technical SEO: Website architecture and crawlability, HTTPS and website security. Handling duplicate content and canonical issues, Structured data and rich snippets. Conducting SEO audits and implementing improvements, Staying Updated with SEO Trends.	14
		Total hours	60
TEXT BOOK	1. Das, S. (2021). Search engine optimization and marketing: A recipe for success in digital marketing. Chapman and Hall/CRC. 2. Enge, E., Spencer, S., Stricchiola, J., & Fishkin, R. (2023). The art of SEO: Mastering search engine optimization. O'Reilly Media.		
REFERENCE BOOK/ SUGGESTED READING	1. Clay, B. (2022). Search engine optimization all-in-one for dummies. Wiley. 2. Ryan, D. (2020). Understanding digital marketing: Marketing strategies for engaging the digital generation. Kogan Page.		

Course: SALES AND SALES FORCE MANAGEMENT			Semester: VI/VII
Course Code: MRM 06 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the fundamental elements of the sales function & prepare them for a career in Sales.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Develop selling skills. 2. Analyze the processes involved in sales force management. 3. Identify strategies used to develop sales organisation. 4. Understand the importance of Customer Relationship Management in sales. 5. Create and implement an effective Sales plan with strong sales techniques. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Sales The Nature and Role of Selling, Types of Selling, Selling as a career, Specific characteristics of a successful salesman, Theories of selling, The Nature and importance of Sales Management, The Relationship between Sales and Marketing	10
	2	Process of personal selling Personal Selling Skills, Need and Problem Identification, the Presentation and Demonstration, Dealing with Objections, Negotiation, Closing the Sale, Follow-Up.	14
	3	Sales Techniques Key Account Management, Relationship Selling, Direct Marketing, Partner Relationship Management	12
	4	Building Sales Organization Types of sales organizations and their structure, Functions and responsibilities of sales staff, Filling sales position, Recruiting, Selection, Training and Territory Management.	12
	5	Leading Sales Organization Salesforce motivation, Sales force compensation, Sales forecasting, Sales budget, Sales quota, Evaluation and Controlling sales force performance, Sales force productivity, Salesforce appraisal.	12
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Johnston, Mark & Marshall, Greg; <i>Sales Force Management</i>, McGraw-Hill-Irwin 2. Jobber, David & Lancaster, Geoff; <i>Selling Management</i>, Pearson Education. <i>and Sales</i> 3. Alok Kumar, Sinha, C., & Sharma. R., <i>Customer Relationship Management: Concepts & Application</i>; Biztantra. 4. Havaladar, K.K & Cavale, V.M. Sales and Distribution Management, McGrew Hill. 		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Spiro, R.L., Stanton, W.J., Rich, G.A.; Management of Sales Force; Tata McGraw Hill 2. Still, R.R., Cundiff, E.W., Govani, N.A.P.; Sales Management; Pearson Education 3. Dyche, J., <i>The CRM Handbook: A Business Guide to Customer Relationship Management</i>; Pearson Education.
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Course: B2B MARKETING			Semester: VI/VII
Course Code: MRM 07 E	L T P	4 0 0	Credits: 4

OBJECTIVE	This course aims to develop students' understanding of B2B marketing strategies, buyer behaviour, and inter-firm relationships to enable effective decision-making in industrial and institutional markets.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the fundamental concepts, scope, and strategic importance of B2B marketing in contemporary business environments. 2. Analyze the organizational buying process, including the roles within buying centers and factors influencing purchasing decisions. 3. Apply segmentation techniques and develop targeting and positioning strategies tailored to business markets. 4. Design and implement product, pricing, distribution, and communication strategies suitable for B2B markets. 5. Develop and manage long-term customer relationships using CRM tools and ethical practices in B2B contexts. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Foundations of B2B Marketing: Introduction to B2B Marketing: Definition and scope, Differences between B2B and B2C marketing, Importance of B2B marketing in the current business landscape. Business Market Environment: Market structure and demand characteristics, Types of business customers: commercial enterprises, government, and institutions, Classification of industrial products and services. B2B marketing in the digital era.	10
	2.	Organizational buying and buying behavior: Organizational Buying Behavior: The organizational buying process, Types of purchase or Buying Situations, Buying center roles and dynamics, Buygrid framework, Factors influencing organizational buying decisions.	10
	3.	B2B Market Segmentation and Targeting: Market Segmentation: Bases for segmenting business markets, Nested approach to segmentation, Criteria for effective segmentation. Targeting and Positioning: Evaluating segment attractiveness, Selecting target segments, Developing value propositions. Positioning strategies in B2B markets.	12
	4.	B2B Marketing Mix Strategies: Product and Service Strategies: Managing industrial product lines, New product development process, Product life cycle in B2B context. Pricing Strategies: Factors influencing B2B pricing decisions, Pricing methods: cost-based, value-based, and competition-based, Competitive bidding and negotiated pricing. Distribution and Channel Management: Designing and managing B2B marketing channels, Role of intermediaries: distributors, agents, and brokers, Logistics and supply chain	15

		management. Marketing Communications: B2B advertising and promotion, Personal selling and sales force management, Trade shows, exhibitions, and digital marketing in B2B.	
	5.	Relationship Management and CRM in B2B Marketing: Customer Relationship Management (CRM): Importance of CRM in B2B markets, Strategies for building and maintaining long-term relationships, Key account management. Buyer-Seller Relationships: Types of relationships: transactional, collaborative, and strategic alliances. Trust and commitment in B2B relationships. Conflict resolution and negotiation strategies.	13
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Havaladar, K. K., & Cavale, V. M. (2021). B2B marketing: Text and cases (5th ed.). Tata McGraw-Hill Education. 2. Hutt, M. D., Speh, T. W., & Hoffman, D. (2024). Business marketing management: B2B (13th ed.). Cengage Learning. 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Brennan, R., Canning, L., & McDowell, R. (2020). Business-to-business marketing (5th ed.). SAGE Publications. 2. Anderson, J. C., Narus, J. A., & Narayandas, D. (2009). Business market management: Understanding, creating, and delivering value (3rd ed.). Pearson Prentice Hall. 		

Course: INTERNATIONAL MARKETING			Semester: VI/VII
Course Code: MRM 08 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The course aims at providing an understanding on how international marketing concepts and theories are useful in decision making. The course also provides an appreciation and application of various international marketing theories in different situations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Describe the concept of International Marketing 2. Understand the influence of Environment in International Marketing Operations 3. Assess the implications of major decisions to be taken in International Product Planning 4. Analyse the outcomes of Pricing and Distribution Decision in International markets. 5. Identify the impact of Promotion Strategies in international markets. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Nature, Importance and scope of international marketing, international market orientation and involvement, Physical, Demographic, Economic, Socio cultural, Political and legal environments in international marketing operations, Emerging trends in international marketing	10
	2.	International Product Planning Major product decisions: product features and quality, product design, labelling, packaging, branding and product support services, Product standardization vs. adaptation, Managing product line, international product life cycle, new product development.	13
	3.	Pricing for International Markets Factors affecting international price determination, international pricing process and policies, Delivery terms and currency for export price quotations.	12
	4.	International Distribution Decisions Distribution channel strategy: international distribution channels, their roles and functions, Selection and management of overseas agents, international distribution logistics, Inventory management.	13
	5.	International Promotion Strategies Communications across countries: complexities and issues, international promotion tools and planning: advertising, personal selling, publicity, and sales promotion, Developing International promotion campaign.	12
		Total Hours	60

TEXT BOOKS	1. Fayerweather, J.; <i>International Marketing</i> ; Pearson Education 2. Cateora, Philip R. and John, L. G.; <i>International Marketing</i> ; McGraw Hill
REFERENCE BOOKS	1. Justin Paul; <i>International Marketing</i> ; McGraw Hill 2. Kotabe, Masaaki and Kristiaan, Helsen; <i>Global Marketing Management</i> ; John Wiley

HUMAN RESOURCE MANAGEMENT (HRM)

Course Name: PERFORMANCE MANAGEMENT AND APPRAISAL			Semester: V
Course Code: HRM 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To equip students with knowledge and skills in designing and implementing effective performance management systems. The course emphasizes appraisal methods, ethical considerations, and competency-based strategies for enhancing organizational performance.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: 1. Understand the concepts, principles, and contributions of performance management to exhibit critical thinking skills. 2. Analyze the ethical considerations and legal issues in performance management to comprehend ethical aspects and dilemmas in business. 3. Evaluate various performance appraisal systems and methods to apply strategic decision-making in business contexts. 4. Explore competency mapping techniques to acquire knowledge of current theories and techniques in business disciplines. 5. Apply performance management models and processes, including the Balanced Scorecard approach, to understand complex business situations through qualitative and quantitative analysis.		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Concept, Principles and Contribution of Performance Management, Dangers of poorly implemented performance management, Background to Performance Management, Performance Management and Performance Appraisal, Ethical Considerations and Legal Issues in Performance Management.	12
	2	Performance Management Process and Models Model and Process of Performance Management, Performance Management Cycle (Role Definition, Personal Developmental Plan, Performance Agreement, Performance Review), Balance Scorecard approach to PMS, Benchmarking process	12
	3.	Performance Appraisal System: Meaning, Features and Objectives of Performance Appraisal, Evaluation of a Performance Appraisal System, Factors affecting Performance Appraisal, Benefits of Performance Appraisal, Problems with Performance Appraisal, Essentials of a Good Appraisal System.	12

	4.	Appraisal Methods and Industry Practices; Appraisal Methods on the basis of approaches (Ranking, Forced Distribution, Paired Comparison, Check List, Critical Incident, Graphic Rating 720 Degree Scale, BARS, 360 Degree Feedback), Potential Appraisal, Requirements for an Effective Potential Appraisal System, Performance Appraisal and Potential Appraisal practices in Indian Industries.	12
	5.	Competency Mapping and Management: Concept of Competency and Competence, Constituents of Competencies, Types of Competencies, Competency, Significance of competency-based performance management, Competency based performance management strategy, Intervention and drivers, Trends and practices in selected industries, Competency mapping.	12
		Total Hours	60
TEXT BOOKS	1. Armstrong, M.; <i>Performance Management-Key strategies and Practical Guide</i> ; Kogan Page 2. Murphy. K R., Cleveland, J.N, Hanscom, M.E. Performance Appraisal and Management; Sage Publications Inc.		
REFERENCE BOOKS	1. Hartle, F.; <i>Transforming Performance Management Process</i> ; Kogan Page 2. Chadha, P.; <i>Performance Management; It's About Performing- Not Just Appraising</i> ; Macmillan 3. Sanghi, S; <i>The Handbook of Competency Mapping</i> ; Sage Publication.		

Course Name: INDUSTRIAL RELATIONS AND LABOUR LAW			Semester: V
Course Code: HRM 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about concepts, functions, importance and major theories of industrial relations and to familiarize students with various labour enactments and legislations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Analyze the present state of Industrial relations in India. 2. Develop critically informed analysis of management and union strategies. 3. Draw strategies related to collective bargaining, workers participation grievance redressal, and employee discipline and dispute resolution. 4. Understand the various processes and procedures of handling Employee Relations. 5. Apply aspects of employment law to real workplace situations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Industrial relations – An Overview, Meaning and Scope of IR, Perspectives/Approaches to IR, Major stake holders of IR, Evolution of IR in India, Changing Dimensions of IR in India, Impact of globalization on IR, ILO.	16
	2	Trade Unions and Labor Problems Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926, Role of Trade Unions in Collective Bargaining.	12
	3	Dispute Resolution and Labour Legislations - I Evolution and importance of Labour Legislation in India, Protective Legislation, The Factories Act, 1948, Wage Legislation, Minimum Wages Act, 1948, Payment of Wages Act, 1936, Causes of Industrial Disputes, Standing Orders & Grievance Procedure, The Industrial Employment (standing orders) Act, 1946, Participative Management, Collective Bargaining, • The Industrial Disputes Act, 1947, Concept of Industry and workman, Dispute Resolution Methods & Machinery, Conciliation, Arbitration, Adjudication, Layoff, Closure, Retrenchment, Strike	16
	4	Labour Legislations - II Equal remuneration Act, 1976, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972, Social Security Legislation, Workmen's Compensation Act, 1923, Employees' Provident Fund, 1952, Employees State Insurance Act, 1976, The Maternity Benefit Act, 1961, Unorganized Workers Social Security Act 2008	16
	Total Hours		60

TEXT BOOKS	<ol style="list-style-type: none"> 1. Venkata, R. C. S.; <i>Industrial Relations</i>; Oxford University Press. 2. Labour Laws Bare Acts); Taxmann 3. Monappa, A.; <i>Industrial Relations and Labor Laws</i>; McGraw Hill. 4. New Labour & Industrial Laws with Draft Rules; Taxmann
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Srivastava, S. C. <i>Industrial Relations and Labour Laws</i>. Vikas Publishing House. 2. Padhi, P. K. <i>Labour and industrial laws</i>. PHI Learning Pvt. Ltd. 3. N.D. Kapoor, Elements of Industrial Law, Sultan Chand & Sons.

Course: EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS			Semester: VI
Course Code: HRM 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To make the students adept with managing emotions as it leads to building stronger relationships, succeeding at work and achieving career and personal goals.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Use the concept of Emotional Intelligence (EI) at their workplace. 2. Apply the concept of Self-Awareness, Self-Regulation and Self-Motivation to be an effective manager. 3. Use empathy and Social Skills for being an effective manager. 4. Assess the potential effects of emotional intelligence on various stakeholders. 5. Use EI to increase their effectiveness as a manager. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Emotional Intelligence Definition and concept of Emotional Intelligence (EI), Difference between Emotional Intelligence (EI) and Intelligence Quotient (IQ), Basic Understanding of Emotions and their Types, Introduction to Daniel Goleman's Emotional Intelligence Model.	14
	2.	Self-Awareness, Self-Regulation and Self-Motivation Concept of Self-Awareness and its role in EI, Self-Awareness and Emotional Literacy, Positive Thinking and Managing Emotions, Introduction to Johari Window (basic level).	12
	3.	Empathy and Social Skills Empathy, Barriers to empathy, creating a powerful first impression, assessing a situation.	12
	4.	Effect of Emotional Intelligence Role of EI in managing self and others, Importance of EI in teamwork and communication.	10
	5.	Applications of Emotional Intelligence Importance of EI in Workplace and Relationships, Basics of Stress Management and Work-Life Balance, Handling Conflict Positively.	12
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Goleman, Daniel; <i>Emotional Intelligence: Why it can matter more than IQ</i>, Bloomsbury. 2. Dann, Jill; <i>Emotional Intelligence</i>, Hodder Education. 		
REFERENCE BOOK/	<ol style="list-style-type: none"> 1. Lencioni, Patrick M. and Bradberry, Travis and Greaves, Jean; <i>Emotional Intelligence 2.0</i>; Talent Smart 2. Walton, David; <i>Introducing Emotional Intelligence: A Practical Guide</i>; Icon 		

SUGGESTED READING	<ol style="list-style-type: none"> 3. Goleman, Daniel; <i>Working with Emotional Intelligence</i>; Bloomsbury Publishing India Private Limited. 4. Dann, Jill; <i>Emotional Intelligence In A Week: Raise Your EQ In Seven Simple Steps</i>; Teach Yourself. 5. Gilbert, Michele; <i>Emotional Intelligence: Learn Better Communication and Raise Your Interpersonal and Leadership Skills</i>; Manifest Ebook Publishing, Inc.
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Course: PRINCIPLES OF LEADERSHIP			Semester: VI/VII
Course Code: HRM 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To know and understand critical underlying theories and concepts that guide the formation, and development of effective leadership.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand how ethics, morals, and values relate to their leadership dilemmas. 2. Integrate their lived experiences into their leadership development process. 3. Explore their own competence with regards to the dimensions of difference, especially as it relates to others in their communities. 4. Enhance the impact of team leadership through active group participation. 5. Engage in conflict productively and work toward conflict resolution. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Concept of leadership, Basic Leadership Skills Roles of a Manager vs. Leader Overview of Leadership Theories (only simplified versions of key theories): Trait Theory, Behavioral Theory, Situational Leadership (basic idea) , Transformational and Transactional Leadership.	12
	2	Assessing Leadership and Measuring its Effects Managerial incompetence, Leadership potential, Methodologies used to measure leadership: qualitative and quantitative.	12
	3	Leadership Traits and Ethics Key personality traits of effective leaders, Importance of emotional intelligence in leadership, Basics of ethics in leadership, Brief examples of inspiring leaders (1-2 Indian and 1-2 international caselets).	12
	4	Influencing: Power, Politics, Negotiation and Networking Sources of leader's power, Leader motives, Types of influence tactics and power, Organizational politics, Networking, Negotiation.	12
	5	Contemporary Issues in Leadership Change management and strategic leadership, Role of leaders in creating a learning organization culture.	12
		Total Hours	60

TEXT BOOKS	<ol style="list-style-type: none"> 1. Achua, Christopher F. and Lussier, Robert N.; <i>Relationship Theory Application and Skill Development</i>; Cengage Learning. 2. Yukl G.; <i>Leadership in Organization</i>; Pearson Education
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Hughes, Richard L., Ginnett, Robert C. and Curphy, Gordon; <i>Leadership: Enhancing the Lesson of Experience</i>; McGraw Hill 2. Rowe, W. Glenn; <i>Cases in Leadership</i>; Sage Publications 3. Charan, Ram; <i>Leaders at all Levels</i>; Jossey Bass 4. Sadler Philip; <i>Leadership</i>; Kogas Page Publishers. 5. <i>Harvard Business Review on Leadership</i>, Harvard Business School Press 6. Neidert, David; <i>Four Seasons of Leadership</i>; Executive Excellence Publishing 7. Spitzer, Robert J; <i>The Spirit of Leadership</i>; Executive Excellence Publishing

Course: HUMAN RESOURCE PLANNING AND DEVELOPMENT			Semester: VI/VII
Course Code: HRM 05 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The objective of this course is to co-create a comprehensive view of Human Resource Planning & Development (HRPD) through assessment of theories and practices of HRD.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Analyse the strategic issues and techniques required in manpower planning and designing of a job. 2. Estimate current competencies and skills and existing gaps in human resources. 3. Understand the process of career planning and succession planning in contemporary situations. 4. Learn to address the realities of organizations while developing context specific strategies for human resource development. 5. Learn the techniques of HRD program application and trends like Competency mapping, Balanced Score Card etc. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Human Resource Planning Human Resource Planning: objectives, concept, importance, process. Techniques of ascertaining HR Demand: Trend Analysis, Delphi technique, Nominal group technique, HR Supply Forecasting- Markov Analysis, Replacement Charts. HR Budgets, Downsizing and restructuring. Job Analysis link with HR Planning. Job design meaning and Techniques.	14
	2.	Career Planning Concept of career, career stages, career planning, objectives, significance of career planning, need, process of career planning. Career anchors and career plateauing. Theories of career planning. Succession planning and management.	08
	3.	Introduction to HRD and Activities Meaning of HRD, HRD link with HRM. Factors affecting HRD. HRD interventions. Training and development: need, design, conduct and evaluation. Role and competencies of HRD professionals. HRD audit. Industrial relations and HRD.	15

	4.	HRD Applications and trends Training and Executive development, organization development and change, HRD and diversity: diversity training, coaching and mentoring, Employee counselling. Balanced Score Card, Appreciative inquiry; HR scorecard, Competency mapping.	15
	5.	HRD in Organizations Selected cases covering HRD practices in government organizations, manufacturing and service industries and MNCs. Contemporary issues and challenges of human resource planning and development. Employee counselling and Wellness services as a HRD Initiatives.	08
		Total Hours	60
TEXT BOOKS	1. Belcourt, Monica and McBey, Kenneth J.; <i>Strategic Human Resource Planning</i> ; Cengage Learning 2. Werner, Jon M. and DeSimone, Randy L.; <i>Human Resource Development: Foundation, Framework and Applications</i> ; Southwestern (Cengage Learning)		
REFERENCE BOOKS	1. Rao, T. V.; <i>Human Resource Development</i> ; Oxford University Press 2. Aswathapa, K.; <i>Human Resource and Personnel Management Text and Cases</i> ; McGraw Hill 3. Desimone and Harries; <i>Human Resource Development</i> ; Thomson Learning 4. Phillips, J. M. and Gully, S. M.; <i>Strategic Staffing</i> ; Pearson Education		

Course: TRAINING AND DEVELOPMENT			Semester: VI/VII
Course Code: HRM 06 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarise the students with the concept and practice of training and development in the modern organisational setting.		
COURSE OUTCOMES	<p>Upon completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the requirement of training programs according to training necessities and designs matching organizational visions. 2. Explain the importance of training functions, analyze the training capacities and importance of training program and learning materials. 3. Explain the importance of various types and designs of training and management development programs and their impact on learners. 4. Evaluate the Course Outcomes from training programs and calculate the return on investment on training programs. 5. Evaluate the importance of interventions as and when required for overall organizational development. 		
COURSE DETAILS	Module No	Topic	Hours
	1.	Strategic Training and Development: Organisation Vision and Plans, Assessment of Training Needs, Setting Training Objectives, Designing Training Programs, Spiral Model of Training.	07
	2.	Objectives of the Training Function: Tasks of the Training Function: Building Support, Overall Training Capacity, Developing Materials, Strategic Planning.	07
	3.	Training Design & Methods: On the Job Training, Job Instruction Training, apprenticeship, coaching, job rotation, syndicate method, Knowledge Based Methods, Lecture, Conferences, Programmed Learning, Simulation Methods, Case Study, Vestibule Training, Laboratory Training, In Basket Exercise, Experiential Methods, Sensitivity Training, E-Training.	15

	4.	Management Development Programs & Evaluation of Training: Understudy, Action Learning, Role Play, Management Games, Seminars, University related Programmers, Special Projects, Behavioral Modelling, Case Study, Multiple Management, Sensitivity Training. Post Training: Training Evaluation, Training Impact on Individuals and Organisations.	15
	5.	Organisational Development (OD) Interventions: Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-Group and Third Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant–Client Relationships, System Ramifications, Power, Politics and OD	16
		Total hours	60
TEXT BOOK	1. Blanchard P.Nick & Thacker James; Effective Training, Systems, Strategies and Practices; Pearson		
REFERENCE BOOK/ SUGGESTED READING	1. French Wendell, Bell Cecil and VohraVeena; Organisation Development, Behavioral Science Interventions for Organisation Improvement; PHI 2. Lynton, Rolf & Pareek, Udai; Training & Development; PHI		

Course: TALENT MANAGEMENT			Semester: VI/VII
Course Code: HRM 07 E	L T P	4 0 0	Credits: 4

OBJECTIVE	This course intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Develop understanding of talent management in the organization and globally. 2. Understand the Acquisition, Retention, Development and Compensation practices 3. Design succession and leadership development strategies. 4. Apply competency mapping and assessment methods in talent practices. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Basics of Talent Management Introduction of Talent Acquisition and Management, talent value chain, elements of talent friendly organizations, Talent management process, Talent Management System - Components; Creating TMS, challenges of TM, Six Principles of talent management. Global Practices.	14
	2	Talent Management Integration Succession management process, Integrating succession planning and career planning, designing succession planning program, CEO Succession planning	15
	3	Developing and Retaining Talent Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management.	15
	4	Competency mapping and Assessment Concepts and definition of competency; Types of competencies, 5 level competency model, competency-based performance assessment, Competency Driven Careers, Global Leadership Competencies	16
		Total Hours	60
TEXT BOOKS	<ol style="list-style-type: none"> 1. Talent Management Handbook. (2017). Association for Talent Development (ATD) By Lance A. Berger, Dorothy R. Berger. Virginia, USA. 2. Berger A.L & Berger, D.R, The Talent Management Handbook; McGraw Hill Education India. 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Talent Management; Cases & Commentary; Edited by Eddie Black: Palgrave Macmillan Publications 		

RETAIL MANAGEMENT (RTM)

Course: RETAIL STORE MANAGEMENT			Semester: V
Course Code: RTM 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To enable the students to understand and analyze the retail store management.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Identify and solve problems about retailing, 2. Select and use modern technological tools required for retail and merchandising applications, and to use information technologies effectively at the basic level, 3. Gain knowledge of store atmosphere, employee health and work safety, 4. Work effectively individually and in a team, and to have self-esteem to take responsibility, 5. Analyze and interpret consumer behaviors, and manage sales, 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Store Organization and Human Resource Management Meaning and importance, Principles of effective store organization and management, Formal organization structures, Informal organization: objectives, policies and procedures, Staffing of Store Personnel.	12
	2	Store Location and Design Store Location: selecting a city, Types of locations within a city, Trading area analysis, Catchment area analysis, Site evaluation, Terms of occupancy, Site Selection, Location and site evaluation.	12
	3	Store Layout and Space Planning Store layout and space planning, Types of layouts, Role of visual merchandiser, Visual merchandising techniques, Exteriors, Interiors.	12
	4	Store Operation Importance of store operations, Store maintenance, merchandising handling and controlling, purchasing store supplies and equipment, Operations control: expense control, Store Maintenance, Insurance, Outsourcing, Credit management.	12
	5	Store Management Store management, Responsibilities of store manager, Store security, Parking space problem at retail centers, Facilities Management.	12
		Total Hours	60
TEXT BOOKS	1. Berman, Barry and Joel, R. Evans; <i>Retail Management: A Strategic Approach</i> , Pearson Education		

REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Reynolds, Jonathan and Christine, Cuthbertson; <i>Retail Strategy: The View from the Bridge</i>; Elsevier 2. Oldfield, Brenda M.; <i>Contemporary Cases in Retail Operations Management</i>; Macmillan 3. Oliver, Preston Robinson and Norris, B. Brisco; <i>Retail Store Organization and Management</i>; Pearson Education 4. David, J. Rachman; <i>Retail Strategy and Structure: A Management Approach</i>; Pearson Education
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Course: RETAIL SALES AND CATEGORY MANAGEMENT			Semester: V
Course Code: RTM 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To enable students to learn the components of retail sales and category management.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Discuss sales, sales management and related concepts. 2. Explain the structure and objectives of a sales organization. 3. Understand the methodologies of category management. 4. Know the process of merchandise planning and preparing the OTB plan. 5. Know about strategic issues in category management and do SWOT analysis. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Retail Sales Introduction to retail sales, Buyer-seller dyads, Personal selling in retail: its importance, steps in personal selling process in retail, lead generation, Models of communication: AIDA model, Lavidge Steiner model, Innovation-Trial-Adoption Model.	12
	2	Retail Shopper Decision Making Retail shopper decision making process: need/problem recognition, information search, outlet selection and purchase, alternative evaluation in shopping, Shopping behavior: post-purchase behavior, factors influencing shopper behavior, Consumer behavior in retail scenario.	12
	3	Category Management in Retail Concept: categories and their definitions, beneficiaries of category management, use of category management, Methodology of category management: data retrieval analysis and applications.	12
	4	Merchandise Planning Merchandise plan, Need for a merchandise plan, Process of merchandise planning, Preparing the OTB plan, An alternative model for merchandise planning, Unit planning method, Sales curve.	12
	5	Strategic Issues in Category Management Strategic issues in category management: understanding the purpose, Business situation analysis, Threat of substitutes, SWOT analysis, PLC in category management, Category roles in category management, Strategic moves and alternative portfolio model, Expansion or growth strategies for product categories, Analyzing and identifying potential product categories.	12
		Total Hours	60

TEXT BOOKS	<ol style="list-style-type: none"> 1. Chiplunkar, R.M.; <i>Product Category Management</i>; McGraw Hill 2. Pradhan, S.; <i>Retailing Management: Text and Cases</i>; Mc Graw Hill
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Berman, Barry and Joel, R. Evans; <i>Retail Management: A Strategic Approach</i>; Pearson Education 2. Reynolds, Jonathan and Christine, Cuthbertson; <i>Retail Strategy: The View from the Bridge</i>; Elsevier 3. Lovy M, Weitz. B., Pandit. A, Retailing Management; Mc Graw Hill.

Course: E-RETAILING			Semester: VI
Course Code: RTM 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The course enables students to learn the essentials of e-retailing.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the application domain of e-Retailing. 2. Plan the market mix strategies in e-Retailing. 3. Understand the different channels of e-Commerce. 4. Explain the importance of customer relationship management in e-retailing. 5. Conduct current trend analysis and measures of e-Retailing. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Foundation of e-Retailing Meaning, Definition, Transition from traditional marketing to e-marketing, Demographics and targeting, Advantages of e-retailing, Shortcomings of e-retailing.	12
	2	e-Retailing: The Application Domain e-retailing practices, e-retailing application perspective, e-retailing Online merchandising techniques, Online store front, creating look and feel, Online brand management, Online purchasing.	12
	3	e-Retailing: The Current Trends Current trend analysis and measures, Current status of online retailing, e-retailing statistics.	10
	4	e-Commerce Procedures and methods, Meaning and usage, B2B model, B2C model, C2C model, B2G model, P2P model, M-commerce, e-commerce payment systems, e-payment security challenges, e-payment business risks, e-commerce security solutions.	12
	5	e-Retailing: Marketing Mix The roles of cyber intermediaries in e-retailing, e-retailing and supply chain management system, Concept of online pricing, Factors affecting online pricing, Different methods of online pricing, Price discrimination in e-retailing, Pricing strategies for information goods, Dynamics of pricing for e-retailing, Promotional strategies of e-retail business.	14
		Total Hours	60
TEXT BOOKS	<ol style="list-style-type: none"> 1. Pradhan, Swapna; <i>Retailing Management – Text and Cases</i>; McGraw Hill 2. Hanson, W. and Kalyanam, K.; <i>E-Commerce and Web Marketing</i>; Cengage learning 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Madaan, K.V.S.; <i>Fundamentals of Retailing</i>; McGraw Hill 2. Rajaraman, V.; <i>Essentials of E-commerce Technology</i>; Pearson Education 3. Roberts, Mary Lou; <i>Internet Marketing</i>; Cengage learning 		

Course: RETAIL BRANDING AND CRM			Semester: VI/VII
Course Code: RTM 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The objective of the course is to provide insights into importance and essentials of differentiated Retail Branding and managing continual customer relationship.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Know the basics of retail branding. 2. Understand the retail branding procedure. 3. Plan the CRM strategies in retailing. 4. Understand the branding strategies in retailing. 5. Know the importance of customer relationship management in services. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Perspectives on Retailing World of retailing, Retail management: introduction, meaning, characteristics and emergence of organizations of retailing, types of retailers, multichannel retailing, customer buying behavior.	12
	2	Retail Branding Basics Branding perspectives, Branding challenges and opportunities, Brand equity concept, Strategic brand management process, Identifying and establishing brand positioning and values, Customer based brand equity, Brand positioning and values, Positioning guidelines.	16
	3	Retail Branding Procedure Planning and implementing brand marketing programs, choosing brand elements to build brand equity, Designing marketing programs to build brand equity, Product strategy, Pricing strategy, Channel strategy, Integrating marketing communications, Building brand equity.	16
	4	CRM in Services and CRM Strategies Status of CRM in India, Benefits of implementing a CRM system, CRM in customer service, Relationship marketing strategies and customer perceived service quality, Organizing for relationship management, Strengthening relationships that lead towards increased business.	16
	Total Hours		60
TEXT BOOKS	<ol style="list-style-type: none"> 1. Dunne, Patrick M., Robert F. Lusch and Griffith, David A.; <i>Retailing</i>; Thomson Learning 2. Mukerjee, Kaushik; <i>Customer Relationship Management: A Strategic Approach to Marketing</i>; Pearson Education 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Gilbert, David; <i>Retail Marketing Management</i>; Pearson Education 2. Shajahan, S.; <i>Relationship Marketing</i>; McGraw Hill 		

Course: RETAIL SUPPLY CHAIN MANAGEMENT			Semester: VI/VII
Course Code: RTM 05 E	L T P	4 0 0	Credits: 4

OBJECTIVE	This course will enable the students in understanding the retail supply chain management to achieve cost effective supply and distribution of goods and services to meet varying customer demand.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the functions of retail business and various retail formats and retail channels. 2. Understand the difference between Retail and Manufacturing Supply Chain. 3. Understand key drivers of retail supply chain and how to select a retail store location. 4. Analyze Retail Market and Financial Strategy including product pricing. 5. Integrate the various Supply Chain partners and how to collaborate with them. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Retail SCM Retail Supply Chain, Merchandise replenishment and budgeting, Types of retail supply chain Businesses, Retail supply chain change drivers, Supply chain risk, Supply chain metrics, Internationalization of retail supply chain.	12
	2	Retail Strategy and Supply Chain The conventional chain, Modules for supply chain design, Activity systems and process definition, Supply chain process improvement cycles.	12
	3	Retail Supply Chain Process Improvement Continuous Improvement Cycles, Collaboration with supply chain partners, Demand driven supply chain, Product tracking along retail supply chains.	12
	4	Financial Success in Retail Supply Chain Supply chain costs, Collaboration to reduce costs, Retail return loops, Logistics costs with emphasis on packaging.	12
	5	Managing Inventory and Logistics What to order, How often to order, Monitoring stock levels, Managing the logistics mix, Balancing cost and Service requirements.	12
		Total Hours	60
TEXT BOOKS	1. Ayers, James B. and Odegaard, Mary Ann.		
REFERENCE BOOKS	1. Christopher, John Fernie and Martin, L.; Retail Supply Chain Management, <i>Logistics and Supply Chain Management</i> ; Pitman 2. Chopra, Sunil and Peter, Meindl; <i>Supply Chain Management: Strategy, Planning and Operation</i> ; Pearson Education 3. Sahay, B.S.; <i>Supply Chain Management for Global Competitiveness</i> ; Macmillan		

	4. Weele, Arjan J. Van; <i>Purchasing and Supply Chain Management-Analysis, Planning and Practice</i> ; Thomson Learning
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Course: SPACE PLANNING AND MALL MANAGEMENT			Semester: VI/VII
Course Code: RTM 06 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint students with the concept of merchandising and impart knowledge about effective space planning in malls.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Comprehend the mall architecture and mall project handling. 2. Selecting the mall locations and identifying the catchment areas. 3. Understand the tenant relationship. 4. Analyse the location and space management. 5. Understand the leasing administration. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Mall Management Concept of shopping malls, Growth of malls in India, Challenges of mall development in India, Comparison of Indian and western shopping malls, Shopping centers v/s Malls: the paradox, Types of shopping malls, Mall management.	10
	2	Mall Development Process Planning and design decisions, Site selection for shopping malls, Mall design process.	12
	3	Location and Space Management Choosing a store location, Importance, Trading-area analysis, Benefits, Geographic information system, Size and shape of trading areas for new stores, Reilly's law of retail gravitation, Characteristics of trading areas, Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.	14
	4	Tenant Relationship Tenant relationship management, Selection of anchor Tenant, Tenant mix, Types of retail tenants, Anchor tenants, Tenant mix decisions, Owner-tenant relationship, Handling anchor tenants.	12
	5	Leasing Administration Leasing, Types of leasing, leasing process, Rent changes in leasing agreement, Best leasing practices, Lease preparation, Expiry and termination of lease agreement.	12
	Total Hours		60
TEXT BOOKS	<ol style="list-style-type: none"> 1. Singh, H. and Srinivisan, S. R.; <i>Mall Management: Operating in Indian Retail Space</i>; McGraw Hill 2. Pradhan, S.; <i>Retailing Management: Text and Cases</i>; McGraw Hill 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Berman, Barry and Joel, R. Evans; <i>Retail Management: A Strategic Approach</i>; Pearson Education 		

	2. Reynolds, Jonathan and Christine, Cuthbertson; <i>Retail Strategy: The View from the Bridge</i> ; Elsevier
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Course: INTERNATIONAL RETAIL MANAGEMENT			Semester: VI/VII
Course Code: RTM 07 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The course establishes to understand the nature of retailing with regards to international retailing environment, strategies and key theoretical concepts of retail industry.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand Traditional and contemporary frameworks of global retailing. 2. Find ways for an international retailing company to plan for and adapt to a complex, changing environment. 3. Understand principles of strategic retail management, which the international retailing companies should implement in building their retail strategy on the global market. 4. Understand the contemporary trends in global retailing. 5. Plan and design the integrated retail strategy at a global level. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Global Retail Strategy Role of retailing, Retail Strategy, Wheel of retailing, Retail institutions by ownership, Retail institutions by store-based strategy mix, Global retailers, Future of retailing.	10
	2	Retail Mix Trading area analysis, Site evaluation, Site selection, Development of merchandising plans, Implementation of merchandising plans, Category management Retail pricing, financial aspects of retail operations, Non-financial aspects of retail operations.	12
	3	Retail Strategy and Execution Development of global retail strategy in food and non-food Business, Retail organization and HR management, Customer service, Performance standards Retail strategy and execution, Contemporary retail formats, evaluation of retailer's store atmosphere, Retail presentation, Retail store layout, design and visual merchandising, Store planning, Retail strategy and execution, Retail communications strategy, Strategic aspects of retail promotion, Evaluation of retailer's financial strategy, Electronic commerce.	14
	4	Contemporary Trends in Global Retailing Global consumer trends, Consumer behavior, Consumer attitudes towards shopping, Service retailing, Indian retail market structure and trends, Patterns of development of emerging retail markets	14
	5	Integrated Retail Strategy	10

		Development of shopping malls, Integrated strategy for mall-based retailers, Key success factors for retailers in mall environment, Putting together all components of retail mix	
		Total Hours	60
TEXT BOOKS	1. Berman, B. and Evans, Joel R.; <i>Retail Management: A Strategic Approach</i> ; Pearson Education 2. Gilbert, D.; <i>Retail Marketing Management</i> ; Pearson Education		
REFERENCE BOOKS	1. Levy, M. and Weitz, A.; <i>Retailing Management</i> ; McGraw Hill 2. Sternquist, B.; <i>International Retailing</i> ; Fairchild Books & Visuals 3. Underhill, P.; <i>Why we buy: The science of shopping</i> ; Simon & Schuster 4. Whalin, G; <i>Retail Success!</i> ; Willoughby Press 5. Nicholas, Alexander; <i>International Retailing</i> ; Oxford University Press		

Course: MALL DYNAMICS AND MANAGEMENT			Semester: VI/VII
Course Code: RTM 08 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The course is designed to familiarise the students with the fundamentals of Mall dynamics and Management. The course also aims at providing the students an opportunity to have in depth knowledge of Retail Marketing.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Comprehend the mall architecture and mall project handling. 2. Selecting the mall locations and identifying the catchment areas. 3. Understand the components of Mall Management. 4. Analyse the location and space management. 5. Understand the process of handling a mall project. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Mall Management Concept of Mall, Definition, types, genesis of malls, growth of malls globally, Diffusion of the concept to India, growth of malls in India, future trends and projections, advantages of mall over other retail formats, comparison of US and the Indian Malls.	15
	2	Mall Architecture A description of the various components of mall architecture and their significance like Facade, Atrium, parking, Circulation path and utilities	15
	3	Handling a Mall Project Choosing the macro and micro locations, Identifying the catchment, deciding tenant-mix and anchor tenant(s), Concept planning and retail zoning, A comment on suitability of popular retail formats as anchor tenants like Hyper markets, Department Stores, Multiplexes and Eating joints.	15
	4	Components of Mall Management Concept and tenant-mix planning, Lease Management, Marketing and space selling, Facilities and Utilities management, Security and information systems, Mall promotion and events management.	15
		Total Hours	60
TEXT BOOKS	<ol style="list-style-type: none"> 1. Das, Abhijit; <i>Mall Management with Case Studies</i>; Taxmann 2. Singh, Srinivasan; <i>Mall Management: Operating in Indian Retail Space books</i>; McGraw Hill 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Levy, Michael and Weitz, Barton A.; <i>Retail Management</i>; McGraw Hill 		

Course: RETAIL MARKETING			Semester: VI/VII
Course Code: RTM 09 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The main purpose of the course is to introduce the student to the area of retailing marketing and help them to understand the various issues faced by retailers and develop retail strategies.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Apply the principles, practices, and concepts used in retail marketing management. 2. Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer. 3. Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry. 4. Understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion. 5. Identify the approaches and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Overview of Retailing Environment and Management Introduction to retailing: economic significance, Functions of retailing, Retailing in India: evolution of retail in India, drivers of retail change and challenges to retail development in India, FDI in Retail.	10
	2	Business Models in Retail Retail institutions by ownership, Retail institutions by store-based strategy mix, Web, non-store-based, and other forms of non-traditional retailing, targeting customers and gathering information, Communicating with customers, Promotional strategies.	12
	3	Understanding the Retail Consumer Need for Studying Consumer Behavior, Factors Influencing Retail Shopper, managing retail services, servicing the retail customer.	08
	4	Retail Mix Merchandising decisions, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi-Channel Retailing, Managing Retail Services, Category Management, Merchandise management and Planning Process, Retail Store Location and Supply chain Management: Trading-area analysis, Site selection, Store Layout, Design and Visual Merchandising.	10
	5	Retail Operations	10

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		Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, Retail Management Information.	
	6	Internationalisation of Retailing Concept of Globalisation, Market entry Decision, The Internationalisation process, Culture, business and legal aspects in international retail management.	10
		Total Hours	60
TEXT BOOKS	1. Berman, B. and Evans, Joel R.; <i>Retail Management: A Strategic Approach</i> ; Pearson Education 2. Pradhan, Swapna; <i>Retailing Management</i> ; McGraw Hill		
REFERENCE BOOKS	1. Michael, L. M. and Weitz, B. W., and Pandit, A; <i>Retailing management</i> ; McGraw Hill 2. Newman, A. J., and Cullen, P.; <i>Retailing environment and operations</i> ; Cengage Learning		

FINANCE (FIN)

Course: INVESTMENT MANAGEMENT			Semester: V
Course Code: FIN 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with theories and practices of Security Analysis, Portfolio Management and Investment Decision Making Process.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Recognize and apply appropriate theories, principles and concepts relevant to securities analysis and portfolio management. 2. Develop a reasoned argument to the solution of problems relevant to securities analysis and portfolio management. 3. Analyse investment opportunities in stock markets 4. Formulate and exercise appropriate judgment in selecting and presenting information using various methods relevant to securities analysis and portfolio management. 5. Analyse and evaluate portfolio performance. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Investment: Concept, Objectives, Comparison with Speculation and Gambling, Selection of Investment in Global Market, Return and Risk.	10
	2	Indian Capital Market Overview, Types, Functions, Limitations and its Institutional Structure, SEBI and its Role, Stock Market Indicators.	10
	3	Security Analysis Valuation of Fixed and Variable Income Securities; concept, trading and valuation of options and futures; Duration; Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.	16
	4	Portfolio Analysis and Selection Concept, Composition, Process, Objectives, Calculation of Risk and Return of Portfolio, Optimum Portfolio Selection, Markowitz Portfolio Theory, Capital Asset Pricing Model, Arbitrage Pricing theory, Characteristic Lines	12
	5	Portfolio Performance Evaluation Sharpe Measure, Treynor Measure, Fama's Measure, Portfolio Revision, Portfolio Rebalancing, Guidelines for Investment Decision, Portfolio Management in India, Mutual Funds	12
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Chandra, Prasanna; <i>Investment Analysis and Portfolio Management</i>; McGraw Hill 2. Khatri, D.; <i>Security Analysis and Portfolio Management</i>; Macmillan 		

	3. Bodie, Kane, Marcus; Investment; McGraw Hill.
REFERENCE BOOK/ SUGGESTED READING	1. Jordan, R.J and Fischer, Donald. E; <i>Security Analysis and Portfolio Management</i> ; Pearson Education 2. Luenberger, D.G.; <i>Investment Science</i> ; Oxford University Press 3. Vishwanath S.R; Krishnamurthy C; Investment Management; Springer.

Course: INTERNATIONAL FINANCIAL MANAGEMENT			Semester: V
Course Code: FIN 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To equip students with the knowledge and analytical skills necessary to understand, evaluate, and manage financial decision-making in an international context, focusing on exchange rate mechanisms, global financial markets, foreign investment strategies, and risk management for multinational corporations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the role and functioning of multinational corporations in the international financial system and analyse the determination of exchange rates and balance of payments. 2. Explain the structure and functioning of foreign exchange markets and evaluate the use of derivatives, such as forwards, futures, swaps, and credit derivatives, in managing foreign exchange risk. 3. Identify, measure, and apply appropriate strategies to manage translation, transaction, and economic exposures in multinational financial operations. 4. Analyse international financing options and the role of national and Euromarkets in raising and allocating capital for multinational corporations. 5. Evaluate corporate strategies related to foreign direct investment and design efficient internal capital markets and global remittance policies within multinational enterprises. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	The International Financial Management Environment: Introduction of Multinational Corporations and Financial Management: The rise of the multinational corporation; The internationalization of business and finance. The Determination of Exchange Rates: Setting the equilibrium spot exchange rate; Expectations and the asset market model of exchange rates; The fundamentals of central bank intervention; The equilibrium approach to exchange rates. The Balance of Payments and International Economic Linkages: Theory of Balance-of-payments & its categories; Trend of international flow of goods, services, and capital	10
	2.	Foreign Exchange Market: The Foreign Exchange Market: Organization of the foreign exchange market; The spot market; The forward market Currency, Interest Rate, And Credit Derivatives and Swaps: Interest rate and currency swaps; Interest rate forwards and futures; Credit default swaps	10
	3.	Managing Foreign Exchange Exposures: Measuring And Managing Translation and Transaction Exposure: Alternative measures of foreign exchange exposure; Managing translation and transaction exposure.	15

		Measuring and Managing Economic Exposure: Foreign exchange risk and economic exposure; The economic consequences of exchange rate changes; Identifying economic exposure.	
	4.	The International Capital Markets: International Financing and National Capital Markets: Corporate sources and uses of funds; National capital markets as international financial centers; Development banks; Project finance. The Euromarkets: The eurocurrency market; Eurobonds; Note issuance facilities and Euronotes; Euro-commercial paper; The Asia currency market	15
	5.	International Investment Management: Corporate Strategy and Foreign Direct Investment: Theory of the multinational corporation; Designing a global expansion strategy Managing The Internal Capital Markets of Multinational Corporations: The value of the multinational financial system; Intercompany fund-flow mechanisms: costs and benefits; Designing a global remittance policy.	10
		Total Hours	60
TEXT BOOK	1. Apte, P. G.; International Finance-A Business Perspective; McGraw Hill 2. Shapiro, A. C.; Multinational Financial Management; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Vij, M.; International Financial Management; Excel Books 2. Sharan, V.; International Financial Management; Pearson Education		

Course: EQUITY DERIVATIVE			Semester: VI
Course Code: FIN 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The students will understand the basics of the derivatives such as forwards, futures, and options, their mechanisms, indexes, trading strategies using equity futures and equity options, trading mechanism and clearing, settlement and risk management using derivatives.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the basics of Indian derivatives market, various trading strategies that can be built using futures and options on both stocks and stock indices. 2. Understand the indexes, and their use in the derivatives market. 3. Understand the clearing, settlement and risk management. 4. Understand the operational mechanism related to equity derivatives markets. 5. Know the regulatory environment in which the equity derivatives markets operate in India. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Basics of Derivatives: Basics of Derivatives, Types of Derivatives instruments, Derivatives Market – History & Evolution, Indian Derivatives Market, Market Participants, Types of Derivatives Market, Significance of Derivatives, Various risks faced by the participants in derivatives.	12
	2	Understanding Index: Introduction to Index, Significance of Index, Types of Stock Market Indices, Attributes of an Index, Index management, Major Indices in India, Application of Indices.	10
	3	Introduction to Options: Basics of options Pay off Charts for Options, Black Scholes Option Pricing Model, Option Greeks, Uses of Options. Option Trading Strategies: Option Spreads, Straddle, Strangle, Covered Call, Protective Put, Collar, Butterfly Spread Swaps: Interest Rate Swaps, Currency Swaps	16
	4	Introduction to Trading Systems: Trading System, Selection criteria of Stocks for trading, Selection criteria of Index for trading, Adjustments for Corporate Actions, Using Daily News to Track Futures and Options. Introduction to Clearing and Settlement System: Clearing Members, Clearing Mechanism, Settlement Mechanism, Risk Management, Margining and mark to market under SPAN	12
	5	Legal and Regulatory Environment: Securities Contracts (Regulation) Act, 1956, Securities and Exchange Board of India Act, 1992, Regulation in Trading, Regulations in Clearing & Settlement and Risk Management, Major recommendations of Dr. L. C. Gupta Committee, Major recommendations of Prof. J. R. Verma Committee.	10

	Total Hours	60
TEXTBOOK	<ol style="list-style-type: none"> 1. NISM Series VIII – Published by Taxmann 2. NISM Series VIII – Published by NISM 3. Hull, J.C., Options, Future & Other Derivatives, (Financial Derivatives) By PHI. 	
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Gupta S.L., Financial Derivatives, Theory, Concept and Problems; PHI 2. Kumar S.S.S.; Financial Derivatives; PHI 3. Chance, Don M; Derivatives and Risk Management Basics, Cengage Learning, Delhi. 4. Stulz M. Rene, Risk Management and Derivatives, Cengage Learning, New Delhi. 	

Course: PERSONAL TAX PLANNING & TAX MANAGEMENT			Semester: VI/VII
Course Code: FIN 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To equip students with a comprehensive understanding of personal tax planning and management, enabling them to apply tax laws effectively, minimize tax liability through legal means, and make informed financial decisions for individuals by leveraging available deductions, exemptions, and investment avenues.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the fundamental concepts of tax planning, tax avoidance, tax evasion, and tax management, and analyse their implications in determining the residential status and incidence of tax on individuals and entities. 2. Apply appropriate tax planning strategies to salary components and retirement benefits to legally reduce tax liabilities, including the use of tax relief under Section 89(1). 3. Develop tax-efficient approaches for managing income from house property and business, including presumptive taxation schemes and eligible deductions under Sections 80C and 80EEA. 4. Evaluate and implement tax planning measures for capital gains and income from other sources, including effective use of indexation, clubbing provisions, and gift taxation norms. 5. Identify and assess various tax-saving investment options and applicable deductions and rebates under the Income Tax Act to optimize personal tax liability. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Concept of Tax Planning: Introduction to Tax Planning: Meaning of tax planning, tax avoidance, tax evasion and tax management; Objectives of tax planning; Case studies, i.e., practical questions relating to tax planning, tax avoidance, tax evasion and tax management. Residential Status Tax Planning with reference to residential status: Relevance of residential status in computing taxable income; Determination of residential status of an individual, HUF, company, other persons; Relationship between residential status and incidence of tax; Case studies, i.e., practical questions relating to residential status; Double taxation relief under Sections 90 and 91.	10
	2.	Tax Planning with reference to Salary Income: Salary Income: (i) Tax planning in respect of salary income: Bonus; Fees; Commission and Allowances; Valuation of Perquisites; Allowances; Retirement benefits like Gratuity, leave encashment, pension, Tax relief under Section 89 (1) (arrears of salary).	12
	3.	Tax Planning in relation to Income from House Property and Business Income:	14

		<p>House Property: (i) Tax Planning in respect of self-occupied house property, let-out house property partly let out and partly self-occupied house property; and property used for business or profession of the assessee. (ii) Set-off and carry forward of house property losses. (iii) Tax planning related to Section 80C and Section 80EEA.</p> <p>Business Income: Tax Planning related to business income covering a) Presumptive schemes of computing business income (Section 44AD, 44ADA, 44AE) b) Provisions relating to maintenance of accounts (Section 44AA) c) Provisions relating to audit of accounts (Section 44AB)</p>	
	4.	<p>Tax Planning in relation to Capital gains and Other Sources:</p> <p>Capital Gains: (i) Tax planning with reference to long-term and short-term capital assets and choice of price inflation indexation; Capital gains on equity and non-equity financial instruments.</p> <p>Other Sources: (ii) Tax planning in relation to gifts received from relatives and non-relatives</p> <p>Clubbing of Income: (i) Income of others' liable for clubbing.</p>	12
	5.	<p>Tax Planning through investments:</p> <p>Tax planning through various tax saving investment avenues available for individual like Mutual funds, Unit linked insurance plans, bonds, Equity linked saving schemes, Post office savings schemes and others.</p> <p>Deductions: (ii) Deductions under Sections 80C, 80CCD (1), 80CCD (1B), 80CCD (2), 80D, 80DD, 80DDB, 80E, 80EEA, 80G, 80TTA, 80TTB, 80U</p> <p>Rebate: (iii) Rebate under Section 87A</p> <p>Preparation of Return: (iv) Payment of Tax, Tax Deduction at source etc.</p>	12
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Singhanian, V.K: Direct Tax Planning and Management, Taxman, Delhi - Taxman 2. Ahuja, G. and Gupta R.: Systematic Approach to Income Tax, Commercial Law Publishers (India) Pvt. Ltd 3. E. A Srinivas: Corporate Tax Planning; Corporate Tax Planning; Tata Mc – Graw Hill 4. Kushal Kumar Agrawal: Direct Tax Planning and Management; Atlantic Publishers 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Singhanian V. K: Direct Taxes Laws and Practices, Taxman, N. Delhi -Taxman 2. Ahuja, G. and Gupta R.: Direct Tax Ready Reckoner with Tax Planning, Commercial Law Publishers (India) Pvt. Ltd 		

Course: ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) INVESTING			Semester: VI/VII
Course Code: FIN 05 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide learners with a clear understanding of ESG investing, covering its history, key factors, analysis methods, and practical use in portfolio management, to support informed and responsible investment decisions.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Explain the historical development, core concepts, and practical implications of ESG investing, and assess the influence of ESG factors on financial markets and investment decision-making. 2. Analyse key environmental issues and megatrends and evaluate their systemic impacts on business operations and investment risks. 3. Identify and assess material social and governance issues and integrate these considerations into responsible investment strategies. 4. Apply both qualitative and quantitative ESG analysis tools to integrate ESG factors into security valuation and portfolio construction. 5. Design ESG-aligned investment mandates and evaluate portfolio performance and client reporting practices that reflect ESG objectives and compliance. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to ESG Investing and ESG Markets: ESG Investing: History of ESG Investing; History of Sustainability, Early Phase of ESG Investing, Modern Responsible Investment; Definition and Scope of ESG Issues; Types of Responsible Investment; Challenges in Integrating ESG Factors; ESG Factors' Influence on Financial Performance; ESG Investing into Practice: Investment Decisions, Shareholder Engagement, Policy Engagement; ESG Market: Market Drivers of ESG and Challenges in ESG Integration.	10
	2.	Environmental Factors Key Environmental Issues: Climate Change, Pressures on Natural Resources, Pollution, Waste, and Circular economy; Systemic Relationships between Business Activities and Environmental Issues: The Relationship between Natural Resources and Business, Supply, Operational, and Resource Management Issues; Key "Megatrends" and Drivers Influencing Environmental Change in Terms of Potential Impact on Companies and Their Environmental Practices.	12
	3.	Social and Governance Factors Social Factors: Introduction to Social Factors; Social and Environmental Megatrends; Key Social Issues and Business	14

	<p>Activities: Internal and External Social Factors; Identifying Material Social Factors for Investors; Application of Social Factors in Investments.</p> <p>Governance Factors: Corporate Governance: Accountability and Alignment; Formalized Corporate Governance Frameworks; Characteristics of Effective Corporate Governance: Board Structure, Transparency, Capital Allocation, and Business Ethics; Corporate Governance and the Investment Decision-Making Process.</p>	
	<p>4. ESG Analysis, Valuation, and Integration Different Approaches to Integrating ESG: Qualitative and Quantitative ESG Analysis; Tools and Elements of ESG Analysis; Elements of ESG Integration; Investment Decision and Portfolio Construction and ESG Integration; Discussion of ESG in Fixed Income and Differences to Equity; Challenges to ESG Integration; Company ESG Assessment and Rating.</p>	14
	<p>5. Investment Mandates, Portfolio Analytics, and Client Reporting Clarifying Client Needs: Defining the ESG Investment Strategy; Fully Aligning Investment with Client ESG Beliefs; Developing Client-Relevant ESG-Aware Investment Mandates; Tailoring ESG Investment Approach to Client Expectations; Holding Managers to Account: Monitoring Delivery, Measurement and Reporting.</p>	10
	Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. <i>CFA Certificate in ESG Investing Curriculum: ESG Investing Official Training Manual</i>, Paperback 2. Suman, V. <i>ESG and Sustainable Investing: From Principles to Practice</i>. Notion Press. 3. Hill, J. <i>Environmental, Social, and Governance (ESG) Investing: A Balanced Analysis of the Theory and Practice of a Sustainable Portfolio</i>. Academic Press. 	
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Nakajima, T. <i>ESG Investment in the Global Economy (SpringerBriefs in Economics)</i>. Springer. 2. Bradley, B. <i>ESG Investing For Dummies</i>. John Wiley & Sons. 3. Keeley, T. <i>Sustainable: Moving Beyond ESG to Impact Investing</i>. Columbia Business School Publishing. 4. Krosinsky, C., & Purdom, S. <i>Sustainable Investing: Revolutions in Theory and Practice</i>. Routledge. 5. Schoenmaker, D., & Schramade, W. <i>Principles of Sustainable Finance</i>. Oxford University Press. 6. Fulton, J. (Ed.). <i>Handbook of ESG Investing</i>. Edward Elgar Publishing. 	

	7. PRI Association. <i>Principles for Responsible Investment: A Guide to ESG Data and Reporting</i> . PRI Association.
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Course: BANKING AND INSURANCE			Semester: VI/VII
Course Code: FIN 06 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To understand the bank's financials and regulatory framework. To encapsulate the banking and their linkage with economy.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. To assist students in preparing for the NSE's Certification in Financial Markets (NCFM) Banking Module Certification Examination. 2. The students will also learn about the concepts of Insurance in India. 3. Understand the basic concepts of banking and functions of banking. 4. Understand the basic concepts of insurance and elaborate on the kinds of business risks. 5. Evaluate the insurance business environment in India. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Banking Meaning, Objective, Importance of Banking, Types of Banking – Public, Private, Co-operative, Regional Rural Banks, Foreign Banks; History of Banking in India; Banking Structure in India; Ethical Issues in Banking.	12
	2	Banking and the Economy Fundamental role and evolution, Cash Reserve Ratio (CRR), Statutory Liquidity Ratio (SLR), Repo and Reverse Repo, Open Market Operations, Security Valuation, Capital Account Convertibility. Bank Deposits, Nomination and Deposit Insurance Kinds of deposits, Joint accounts, Nomination, Closure of deposit accounts, Deposit insurance. Other Banking services Fund-based services, Non-Fund based services, Money Remittance Services.	14
	3	Bank – Customer Relationship Roles of Banks, Bankers' obligation of secrecy Security Creation Pledge, Hypothecation, Mortgage, Assignment NPA and Securitisation Non-Performing Assets, NPA categories, NPA Provisioning Norms, SARFAESI Act.	12

	4	Understanding a Bank's Financials Balance Sheet, Profit & Loss Account, Camels Framework. Basel Framework Bank for International Settlements (BIS), Basel Accords Regulatory Framework, RBIM IRDA Anti-Money Laundering and Know Your Customer, Banking Ombudsman Scheme, 2006, Indian Contract Act, 1872, Sales of Goods Act, 1930, Negotiable Instruments Act, 1881, The Limitation Act, 1963.	12
	5	Insurance Introduction, Needs, Limitations, Principles, Growth & Development; Life insurance products, Non-Life Insurance products, Fund Management in Insurance Sector.	10
		Total Hours	60
TEXT BOOK	1 National Stock Exchange of India Limited; <i>NCFM Banking Sector Module</i>		
REFERENCE BOOK/ SUGGESTED READING	1. Clifford, Gomez; <i>Financial Markets, Institutions and Financial Services</i> ; PHI Learning. 2. Padamlatha Suresh & Justin Paul; <i>Management of Banking and Financial Services</i> , Pearson. 3. Insurance Institute of India; <i>IC 38 Module</i> . 4. IIBF – Corporate Banking; Macmillan 5. Fabozzi; <i>Foundations of Financial Markets and Institutions</i> ; Pearson Education		

Course: BEHAVIORAL FINANCE			Semester: VI/VII
Course Code: FIN 07 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with an overview of important results of behavioral finance, as well as the implications of these results for the traditional finance theory and practice.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand and apply the main concepts of behavioural finance that help to reveal biases and heuristics in the decision-making process. 2. Contrasting traditional and behavioural approaches. 3. Understand different types of biases existing in the area of Behavioural Finance. 4. Present the main results in the field of behavioural finance focusing on financial market processes. 5. Explore behavioural finance, considering financial and investment decisions. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Introduction and evolution of Behavioural Finance, Utility of Money, Expected Utility vs Prospect Theory, pioneers in the field of Behavioural Finance.	16
	2	Cognitive and Emotional Biases Concept of behavioural biases, cognitive bias and emotional bias, different types of cognitive bias and emotional bias.	17
	3	Money Management and Decision Making Management of Money, Financial Decision making, benefits of saving early, Market Bubbles and Crashes.	13
	4.	Behavioural Bias and Investment Decision Making Role of Behavioural bias in the Investment Decision Making of Investors, role of probability in Behavioural Finance.	14
	Total Hours		60
TEXT BOOKS	1. Forbes, William; <i>Behavioral Finance</i> ; Wiley		
REFERENCE BOOKS	1. Kapoor & Prasad; <i>Behavioral Finance</i> ; Sage		

Course: CORPORATE RISK MANAGEMENT			Semester: VI/VII
Course Code: FIN 08 E	L T P	4 0 0	Credits: 4

OBJECTIVE	This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enabling the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Apply best practice tools and methods in corporate finance and investment management to different settings. 2. Apply the methods and procedures of financial management, with reference to investment evaluation, investment management, capital budgeting, corporate evaluation, and risk management. 3. Estimate a company's cost of capital; determine whether a company is creating or destroying value; and select a company's optimal mix of debt and equity financing. 4. Estimate the requirement of working capital and manage the various components of working capital. 5. To understand the tools to manage the risk. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Finance and corporate finance., Finance and related disciplines, Scope of Financial Management, Profit Maximization, Wealth Maximization - Traditional and Modern Approach, Functions of finance – Finance Decision, Investment Decision, Dividend Decision, Objectives of Financial Management and Concept of Time Value of Money.	10
	2.	Capital budgeting & evaluation techniques: Long-Term Investment Decision Capital Budgeting - Nature and meaning of capital budgeting; Estimation of Relevant cash flows, Evaluation techniques - Accounting Rate of Return, Pay Back, Net Present Value, Internal Rate of Return, Terminal Value, Profitably Index Method.	12
	3.	Cost & its measurement: Cost of Capital: Concept and Measurement of Cost of Capital; Measurement of specific costs - Cost of debt, Cost of perpetual debt, Cost of Redeemable debt; Cost of Preference Share; Cost of Equity Capital – Dividend valuation model; Cost of Retained Earnings. Computation of Over-all Cost of Capital based on book value weights and market value weights.	10
	4.	Working capital:	14

		Short-Term Investment Decision Concepts and Definition of working capital; Determining Financing Mix; Permanent and temporary working capital; Determinants of working capital; Computation of Working Capital. Management of Cash – Motives of holding cash; Objectives of cash management; Factors determining cash needs;	
	5.	Risk management: Risk Management: Introduction of Risk Management: Types of Risks, Risk management process: Sources of Risk, Risk Indicators, Process, Controlling Risk. Asset-Liability management: Concepts, Framework of the policy, Risk exposure analysis.	14
		Total Hours	60
TEXT BOOK	1. Khan, M.Y., & Jain, P.K., <i>Basic Financial Management</i> ; Tata McGraw Hill 2. Chandra, Prasanna; <i>Financial Management-Theory and Practice</i> , Tata McGrawHill.		
REFERENCE BOOK/ SUGGESTED READING	1. Rustagi, R. P.; <i>Fundamentals of Financial Management</i> ; Taxmann publication (Pvt) Ltd. 2. Pandey, I.M., <i>Financial Management</i> ; Vikas Publishing House Pvt. Ltd. 3. Van Horne, J.C. <i>Financial Management and Policy</i> , Prentice Hall of India. 4. Levy, H. and Sarnat, M. <i>Principles of Financial Management</i> , Prentice Hall. 5. Brealey, Richard, A., Myers, Stewart, C.& Allen, Franklin; <i>Principles of Corporate Finance</i> ; McGraw Hill		

Course: FINANCIAL ANALYTICS			Semester: VI/VII
Course Code: FIN 09 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide a strong foundation in financial analytics to handle complex financial data, build advanced analytical models and deliver effective visualization product and comprehensive reports.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Learn Financial Data Analysis and Interpretation for Decision Making. 2. Adept various Statistical tools to be used for financial data analysis. 3. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 4. Learn Statistical tools for predictive and forecasting modeling with financial data using MS-Excel. 5. Construct and optimize asset portfolios as well as evaluate and model Risk on various financial assets. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction: A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Data files from other Statistical Tools and access and use of various packages for financial analytics, Introduction to Financial Securities.	10
	2	Dataset Analytics, Visualization and Presentation of Financial Data: Understanding of Financial Datasets with descriptive statistics – univariate and bivariate analysis, Using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs etc. with base and other packages.	12
	3	Corporate Finance Analysis: Time value of money, Corporate financial predictive modeling- Project analysis- cash flow analysis- cost of capital using sensitivity analysis, Indifference point and Financial Break even modeling, Capital Budget model- Payback, NPV, IRR, and MIRR.	14
	4	Risk & Return Measurement of individual security and Portfolio: Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization, Black Scholes Model.	14
	5	Predictive Modeling and Forecasting: Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time series, trend analysis, stationary time series, auto regressive moving processes and data transformation, GARCH & ARIMA Modeling.	10
		Total Hours	60
TEXTBOOK	<ol style="list-style-type: none"> 1. Khan, M.Y., & Jain, P.K., Basic Financial Management, Tata McGraw Hill. 2. Chandra, P, Financial Management, McGraw-Hill 		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. John Y. Campbell, Andrew W. Lo, & A. Craig MacKinlay (1997), “The Econometrics of Financial Markets”, Princeton University Press, ISBN: 9780691043012 2. Microsoft Excel 2016 BIBLE, John Walkenbach, WILEY 3. Cairns, A.J. G (2004), “Interest Rate Models: An Introduction”, Princeton University Press, ISBN: 9780691118949 \
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INTERNATIONAL BUSINESS (IBM)

Course: INTERCULTURAL MANAGEMENT			Semester: V
Course Code: IBM 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To develop cross-cultural competence in global business management by exploring cultural theories, communication practices, and intercultural.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Identify and explain how cultural values and dimensions impact global business strategies. 2. Evaluate the stages of cross-cultural competence and propose strategies to overcome resistance in diverse workplaces. 3. Apply intercultural communication techniques to effectively negotiate in multicultural business environments. 4. Analyze the interaction between national and organizational cultures and their effect on ethical decision-making. 5. Develop leadership strategies to manage culturally diverse teams and enhance global workforce motivation. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction The concept of culture, Key cultural values, Cross cultural differences, Globalization and culture, Role of culture in global business management, Cultural dimensions — Hofstede model and Trompenaars model	10
	2.	Cross-cultural competence Cross-cultural competence — concept, Stages of Cross-cultural competence, Learning process, Resistance to cross-cultural competence, Cultural intelligence	12
	3.	Cross-cultural Communication and Negotiation Intercultural interaction, Communicating and negotiating across the cultures, Principles of Effective Communication and Negotiation, Different communication and negotiation Styles, Challenges of communicating and negotiating across Cultures, High context vs. low context cultures, Global and culture-specific advertising	14
	4.	Intercultural Management in Organization Organizational culture fundamentals, Relationship between national culture and organizational culture, Intercultural encounters and self-awareness, Ethical behavior in the global marketplace	12
	5.	Intercultural Teams and Leadership Leadership in international organization, managing cultural diversity, managing inter-cultural teams, Creating Cultural Synergy, Motivating the Global Workforce	12
		Total Hours	60

TEXT BOOK	<ol style="list-style-type: none"> 1. Barmeyer, C., & Franklin, P. (Eds.), <i>Intercultural management: a case-based approach to achieving complementarity and synergy</i>. Macmillan International Higher Education. 2. Thomas, D. C., & Peterson, M. F., <i>Cross-cultural management: Essential concepts</i>. Sage Publications.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Hall, Edward T., <i>Beyond Culture</i>, Garden City, New York, U.S.A: Anchor Press/Doubleday 2. Hendon, D. W., Hendon, D. W., Hendon, R. A., Hendon, R. A., & Herbig, P. A. (1996). <i>Cross-cultural business negotiations</i>. Greenwood Publishing Group. 3. Robinson-Easley, C. A., <i>Beyond Diversity and Intercultural Management</i>. Palgrave Macmillan US 4. Usunier, J. C., <i>International and cross-cultural management research</i>. Sage.

Course: INTERNATIONAL TRADE AND EXPORT MANAGEMENT			Semester: V
Course Code: IBM 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To enable the students to understand the impact of culture on international companies and to improve their cross-cultural competencies.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand Import-Export Fundamentals. 2. Manage Export Order Processes. 3. Evaluate Export Promotion Infrastructure. 4. Analyse Indian Export-Import pattern and Policy. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Import-Export Management: Overview Import-export management: key features, foreign trade: institutional framework and functions, documentation overview and facilitation, improving export performance.	12
	2.	Processing of Export Order Processing of export order, Nature and format of export order, Examination and confirmation of export order, Manufacturing or procuring goods, Pre-Shipment inspection, Transportation of goods to port of shipment, Dispatch of documents by forwarding agent to the exporter, Presentation of documents to bank, Claiming export incentives, Duty drawback.	16
	3.	Export Promotion Organization Export promotion organization: its objectives, Importance of institutional infrastructure, Govt. policy making and consultations, Indian trade promotion organization (ITPO), Indian Institute of Foreign Trade (IIFT), Indian Institute of Packaging (IIP), Indian Counsel of Arbitration (ICA), Federation of Indian Export Organization (FIEO), Export Processing Zones (EPZ), Export Oriented Units (EOUs), Facilities for Units in EOUs, EPZs, EHTPs and STPs.	20
	4.	Export Import Policy of India Meaning and General objectives, Highlights and implications of latest Export-Import Policy. Significance of EXIM Policy, Impact on the Indian Economy.	12
		Total Hours	60

TEXT BOOK	<ol style="list-style-type: none"> 1. Francis, C.; <i>International Trade and Export Management</i>; Himalaya Publishing House 2. Varma, S.; <i>International Business</i>; Pearson Education
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Varma, M. L.; <i>International Trade</i>; Vikas Publishing House 2. Kumar, A.; <i>Export and Import Management</i>; Excel Books 3. Govt. of India; <i>EXIM Policy</i>; Ministry of Commerce and Industry 4. Khurana, P.K.; <i>Export Management</i>; Galgotia Publishing 5. Justin P.; <i>International Business</i>; PHI Learning

Course: INTERNATIONAL MARKETING			Semester: VI
Course Code: IBM 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The course aims at providing an understanding on how international marketing concepts and theories are useful in decision making. The course also provides an appreciation and application of various international marketing theories in different situations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Describe the concept of International Marketing 2. Understand the influence of Environment in International Marketing Operations 3. Assess the implications of major decisions to be taken in International Product Planning 4. Analyse the outcomes of Pricing and Distribution Decision in International markets. 5. Identify the impact of Promotion Strategies in international markets. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Nature, Importance and scope of international marketing, international market orientation and involvement, Physical, Demographic, Economic, Socio cultural, Political and legal environments in international marketing operations, Emerging trends in international marketing	12
	2.	International Product Planning Major product decisions: product features and quality, product design, labelling, packaging, branding and product support services, Product standardization vs. adaptation, Managing product line, international product life cycle, new product development.	12
	3.	Pricing for International Markets Factors affecting international price determination, international pricing process and policies, Delivery terms and currency for export price quotations.	12
	4.	International Distribution Decisions Distribution channel strategy: international distribution channels, their roles and functions, Selection and management of overseas agents, international distribution logistics, Inventory management.	12

	5.	International Promotion Strategies Communications across countries: complexities and issues, international promotion tools and planning: advertising, personal selling, publicity, and sales promotion, Developing International promotion campaign.	12
		Total Hours	60
TEXT BOOKS	1. Fayerweather, J.; <i>International Marketing</i> ; Pearson Education 2. Cateora, Philip R. and John, L. G.; <i>International Marketing</i> ; McGraw Hill		
REFERENCE BOOKS	1. Justin Paul; <i>International Marketing</i> ; McGraw Hill 2. Kotabe, Masaaki and Kristiaan, Helsen; <i>Global Marketing Management</i> ; John Wiley		

Course: FOREIGN EXCHANGE MANAGEMENT			Semester: VI/VII
Course Code: IBM 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The course aims at providing a detailed knowledge of Foreign Exchange Management and various related regulations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of Foreign Exchange Management. 2. Analyze the implication of FOREX tools on international business. 3. Identify the methods of Exchange Rate Determination 4. Describe Exposure Management. 5. Evaluate the technical analysis of exchange rate determination. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Types of foreign exchange markets and transactions, Quoting foreign exchange rates, Spread, Official and free market rates, Cross rates, forward rates, Quoting forward rates.	12
	2	FOREX Tools Organization of foreign exchange markets, Currency futures, Currency options, Currency swaps, corporate exposure management, Alternative definitions of foreign exchange risk.	16
	3	Exchange Rate Determination Theory and practice of forecasting exchange rates: economic fundamentals, Financial and socio-political factors, Technical analysis, Tax treatment of foreign exchange gains and losses.	16
	4	Exposure Management Exposure information system, Alternative strategies for exposure management, Exposure management techniques, Organization of the exposure management function, Parameters and constraints on exposure management.	16
	Total Hours		60
TEXT BOOKS	<ol style="list-style-type: none"> 1. Thomas, W. McRae and Walker, David P.; <i>Foreign Exchange Management</i>; Pearson Education 2. Shapiro, A. C.; <i>International Financial Management</i>; Wiley 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Aliber, R.Z.; <i>Exchange Risk and Corporate International Finance</i>; Macmillan 2. <i>The Foreign Exchange Management Act, 1999</i> 		

Course: INTERNATIONAL HUMAN RESOURCE MANAGEMENT			Semester: VI/VII
Course Code: IBM 05 E	L T P	4 0 0	Credits: 4
OBJECTIVE	To explore the concepts and techniques of International Human Resource Management and to enable the students to recognize the challenges in managing and communicating with human resources across international borders.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of International Human Resource Management and the challenges faced by Multinational Corporations. 2. Identify the challenges in international recruitment and selection. 3. Assess the performance appraisal processes across international organizations. 4. Analyze the training and development perspectives across international organizations. 5. Explain the Repatriation and Expatriation. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction IHRM- Nature and Scope, Difference between domestic and international HRM, IHRM-Managing people in an international context, Linking HR to international expansion strategies.	10
	2.	Recruitment and Selection of International Managers Recruitment and selection of international managers, concept, criteria for recruitment and selection, sources, advantages and disadvantages of employing Parent Country Nationals (PCNs), Third Country Nationals (TCNs), Host Country Nationals (HCN), Dual career couples, Issues in selection, Global pressures in selection, Managing Diversity in International Organizations.	10
	3.	International Training and Management Development Expatriate training strategies and objectives, HCN training-process, emerging, trends in training for competitive advantage, Cross Cultural Training (CCT)- phases in CCT program, Evaluating the Effectiveness of CCT, frameworks of CCT, Challenges of communicating across Cultures, High context vs. low context cultures, Cultural dimensions — Hofstede model and Trompenaars model	15
	4.	Performance Appraisal and International Compensation Performance Appraisal: factors associated with individual performance and appraisal: Organizational strategy and performance management, setting individual performance goals, Identifying variables affecting performance, Appraising the performance, Issues in managing performance in global context, Difficulties in assessment, International Compensation:	15

		Objectives, components and approaches, Issues in international compensation.	
	5.	Repatriation and Expatriation Repatriation: Process, challenges, designing a repatriation program, Expatriate: Concept, Causes for Expatriate Failure, Managing Expatriate Failure.	10
		Total Hours	60
TEXT BOOKS	1. Dowling, P. J. and Welch, D. E.; <i>International Human Resource Management</i> ; Cengage Learning. 2. Aswathappa K. and Dash, S.; <i>International Human Resource Management: Text and Cases</i> ; McGraw Hill		
REFERENCE BOOKS	1. Harzing A.W & Pinnington A.H; <i>International Human Resource Management</i> ; Sage South Asia Edition. 2. Dowling P.I, Festing M, Engle A.D Sr.; <i>International Human Resource Management</i> ; Cengage Publications. 3. Edwards, T. and Rees, C.; <i>International Human Resource Management</i> ; Pearson Education.		

Course: INTERNATIONAL TRADE LAW			Semester: VI/VII
Course Code: IBM 06 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide knowledge and understanding of laws and procedures in international trade, and to train students in dealing with issues and challenges of international trade.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Explain about the international monetary system. 2. Explain the concept of International Trade Law. 3. Develop an understanding of Legal Regimes in International Trade 4. Learn about International Financial Institutions and Regulatory Role of the United Nations 5. Build a detailed understanding of GATT and World Trade Organization (WTO). 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction International trade law: definition, scope and development, International Trading System — liberalization and commerce, History and development of international trade, Trade theories, international trade and human rights.	12
	2.	Legal Regimes in International Trade National treatment, Most Favored Nation Treatment (MFNT), The Principle of Non-Discrimination and Equality of states, INCOTERMS, Regional Trade Agreements — laws and regulations, Protection of domestic industry.	14
	3.	International Financial Institutions and Regulatory Role of the United Nations Contribution of Bretton woods System, International Monetary Fund (IMF), United Nations Conference on Trade and Development (UNCTAD), United Nations Commission on International Trade Law (UNCITRAL), World Bank Group, GATT/WTO, and Role of the UN in promotion and protection of international trade.	18
	4.	GATT and World Trade Organization (WTO) Provisions relating to the General Agreement on Tariffs and Trade (GATT), Trade Related Aspects of Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS), Trade in Services —GATS, WTO dispute settlement – Appellate Body.	16
		Total Hours	60

TEXT BOOKS	1. Kaul, A. K.; <i>Guide to the WTO and GATT: Economics, Law and Politics</i> ; Kluwer Publication
REFERENCE BOOKS	1. Goyal, Arun; <i>WTO in the new Millennium: Commentary, Case Law, Legal Texts</i> ; MVIRDC World Trade Centre 2. Carr, Indira; <i>International Trade Law</i> ; Cavendish Publishing House

Course: INTERNATIONAL FINANCIAL MANAGEMENT			Semester: VI/VII
Course Code: IBM 07 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about the various theories and concepts of international financial management.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of International Financial Management and its Environment. 2. Assess the importance of Exchange Rates and Foreign Exchange Market in current global scenario. 3. Evaluate Financial Risk Exposures and its Management. 4. Examine the Financial Management practices in Multinational Corporations. 5. Explain the capital structure of the multinational corporations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	International Financial Environment Global financial markets, Interest rates in the global money markets, Bretton Woods system of exchange rate, International monetary system, International monetary fund (IMF), International liquidity and special drawing rights (SDRs).	15
	2.	Exchange Rates and Foreign Exchange Market Fundamental parity relationships, Exchange rate determination, Exchange rate forecasting and exchange rate of rupee, Structure of foreign exchange market, Mechanics of currency trading, Types of transactions and settlement dates, Forward contracts, Currency futures and options, Currency and interest rate swaps.	15
	3.	Financial Risk Exposures and its Management Overview of risk exposures, Measuring exposure risk, Management of currency exposure.	10
	4.	Financial Management in Multinational Corporations Long term sources of international financing, Short-term borrowing and investment, international cash transmission, SWIFT code, Cash transmission, Methods of payment, Capital budgeting, Capital structure of the multinational corporations.	20
		Total Hours	60

TEXT BOOKS	<ol style="list-style-type: none"> 1. Apte, .P. G.; <i>International Finance-A Business Perspective</i>; McGraw Hill 2. Shapiro, A.; <i>Multinational Financial Management</i>; Pearson Education
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Albir,R. Z.; <i>Exchange Risk and Corporate International Finance</i>; Macmillan 2. Vij, M.; <i>International Financial Management</i>; Excel Books 3. Sharan, V.; <i>International Financial Management</i>; Pearson Education

OPERATIONS (ORM)

Course: SUPPLY CHAIN MANAGEMENT			Semester: V
Course Code: ORM 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the mechanism of Supply Chain Planning, design, and operations. This will help to manage facilities, inventory, transport, and information about the key drivers of Supply Chain Management.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand and identify goals of supply chain and its processes. 2. Design distribution network after understanding the importance of its influencing factors. 3. Understand supply chain strategy and competitive strategy and achieve strategic fit. 4. Understand the role of Logistics in Supply chain and identify different modes of transportation. 5. Apply Information Technology in the supply chain drivers. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Supply Chain Management: Supply Chain, Objectives, Importance, Decision Phases, Process View, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Supply Chain Drivers – Obstacles, Framework, Facilities, Inventory, Transportation, Information, Sourcing, Pricing.	12
	2.	Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing Distribution, Design Options, E-Business and its impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modelling for Supply Chain.	13
	3.	Performance Measurement and Control Concept, Dimensions of Performance Measurement, Tools for Performance Improvement, Benchmarking: Introduction, and Forms of Benchmarking, GAP Analysis, Benchmarking study report, Achieving Strategic Integration, Supply Chain Operations Reference (SCOR) Modelling, SCOR Analysis, Value Chain, Concept of Configurability, Evaluation of Supply Chain Performance, Impediments to Improved Performance.	13
	4.	Transportation Networks and Sourcing: Role of Transportation, Modes and their Performance, Transportation Infrastructure and Policies, Design Options and their Trade-offs, Tailored Transportation. Sourcing: In-house or Outsource, 3rd and 4th PLs, Supplier Scoring and Assessment.	12
	5.	Coordination in a Supply Chain: Lack of Supply Chain Coordination and the Bullwhip effect, Obstacle to coordination, Managerial levels, Building Partnerships and Trust, Continuous	10

		Replenishment and Vendor-Managed Inventories – Collaborative Planning, Forecasting and Replenishment.	
		Total hours	60
TEXT BOOK	1. David, Simchi-Levi, Philip, Kaminsky and Edith, Simchi-Levi; Designing and Managing the Supply Chain; McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management– Strategy, Planning and Operation; Pearson Education. 2. Altekarr, R.; Supply Chain Management: Concepts and Cases; PHI Learning. 3. Raghuram, G.; Logistics and Supply Chain Management; Macmillan. 4. Sahay, B.S.; Supply Chain Management; Macmillan. 5. Balou, R. H.; Supply Chain Management; Pearson Education.		

Course: SERVICE OPERATIONS MANAGEMENT			Semester: V
Course Code: ORM 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the concept, principles and tools of Total Quality Management including ISO 9000 Quality Management System Standards.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand and be able to explain the critical perspectives on the nature of service. 2. Understand and apply a range of methods for assessing the needs, expectations and perceptions of customers. 3. Explain and apply the principles, tools and techniques of service design. 4. Explain the methods with which organizations can measure their service performance and improve service. 5. Demonstrate how organizations can deal with challenges such as customer complaints and service failures. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Nature and Characteristics of Services, Classification of Services; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organization Value Chain, Growing Importance of Service.	10
	2	Service Process Design and Automation Service Design and Delivery Process, Service Process Strategies, Technology Automation, Service Encounter.	10
	3	Service Quality and Continuous Improvement Concept of Service Quality, Quality Service by Design, Service Process Control, Measurement of Service Quality, Quality Philosophies and Performance Excellence, Service Recovery and Guarantee; New Service Development.	10
	4	Facility Design for Services Service Facility Design, Process Analysis of Facility Layouts, Facility Location Decision Factors, Quantitative Models for Facility Location Based on Different Objective Functions of Optimization Criteria; Off-Shoring & Outsourcing; Human Factor in Services; External associate in service Processes.	12
	5	Demand and Capacity Management in Services Forecasting Demand in Services, Smoothing Customer Demand in Services, Service Capacity Management, Yield Management, Resource and Workforce Scheduling in Services.	10
	6	Managing Queuing System in Services	08

		Introduction to Queuing System, Queuing System Characteristics, M/M/1 Queuing Model.	
		Total Hours	60
TEXT BOOK	1	Fitzsimmons, B., James, A. and Fitzsimmons, Mona J.; <i>Service Management: Operations, Strategy, and Information Technology</i> ; McGraw Hill	
	2	Johnston, Robert and Clark, Graham; <i>Service Operations Management</i> ; Pearson Education	
REFERENCE BOOK/ SUGGESTED READING	1.	Haksever, C., Render, B., Russel, S. R. and Murdick, R. G; <i>Service Management and Operations</i> ; Pearson Education.	
	2.	Metters, Richard, Metters, Kathryn King, Pullman, Madeleine and Walton, Steve; <i>Service Operations Management</i> , Cengage Learning	
	3.	Haksever, Cengiz, Render, Barry, Russell, Roberta S. and Murdick, Robert G.; <i>Service Management and Operations</i> ; Pearson Education	

Course: LEAN MANUFACTURING			Semester: VI
Course Code: ORM 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarise the students with Lean Manufacturing to understand the tools and techniques involved in Lean Management. Moreover, enable them to execute a Lean project to achieve specific goals that will benefit the organizations and society.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. To understand issues & challenges in implementing & developing lean manufacturing techniques & its contribution for improving organizational performance. 2. Apply lean techniques to bring competitive business culture for improving organization performance. 3. Analyzing how lean techniques can create value generation for organization. 4. Explain the approaches to, concepts, and theories of Lean Manufacturing, including key aspects of Six Sigma. 5. Apply appropriate approaches to project using Lean tools and techniques. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to TPS & Lean: Introduction to Toyota Production System (TPS), Pillars of TPS, JIT & Heijunka, TPS core principles, seven waste and their narration, Value flow and Muda, Muri and Mura, Introduction to lean, lean manufacturing implementation, the machine that change the world, world class manufacturing	12
	2	Lean Manufacturing: Philosophy & objectives of lean manufacturing, TPS vs Lean, mass manufacturing vs lean manufacturing, foundation of quality control & foundation of quantity control, significance of lead time, benefits of lead time reductions, techniques to reduce lead times, Fundamental blocks of Lean, Implementation of TPM, 5s, MSA, and Overall Equipment Effectiveness (OEE) and its computation.	14
	3	Lean Implementation: Fundamental issues of cultural changes, problem solving & Standardized work, Continuous improvement, strategies to become lean- takt calculation, basic time study calculation, balancing study, spaghetti study, value stream mapping, cellular manufacturing.	14

	4	Lean system & Six Sigma: Lean systems: Features manufacturing and services, Workflow, Small lot sizes, Pull Method, Kanban, A3 problem solving; Lean Six Sigma.	10
	5	Project Selection for Lean: Resource and project selection, Process mapping, Current and future value stream mapping, preparing project plan, implementation, review project suitable for lean initiatives, Productivity Improvement: Process, machinery Operator and equipment.	10
		Total Hours	60
TEXT BOOK	1. William M Feld "Lean manufacturing tools & techniques & how to use them" 2. Charron, R., Harrington, H. J., Voehl, F., & Wiggin, H., The lean management systems handbook CRC Press. 3. Lean production for competitive advantage- a comprehensive guide to lean methodologies & management practice, John Nicholas, Productivity Press, NY. ISBN-978-1-4398-2096-4		
REFERENCE BOOK/ SUGGESTED READING	1. James Womack and Daniel Jones, <i>Lean Thinking</i> , Free Press. 2. Goldratt, Eliyahu M., The Goal: a Process of Ongoing Improvement. Great Barrington, MA:North River Press, 3. Jeffrey Liker, <i>The Toyota Way</i> , McGraw-Hill. 4. Askin, R.G. and J.B. Goldberg, <i>Design and Analysis of Lean Production Systems</i> , John Wiley & Sons Inc. 5. Improving business performance with lean, James R Bradley, Business expert Press, NY, ISBN-978-1-60649-246-2		

Course: TOTAL QUALITY MANAGEMENT			Semester: VI/VII
Course Code: ORM 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the concept, principles and tools of total quality management including ISO 9000 quality management system standards.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations. 2. Know the principles of total quality management and peculiarities of their implementation. 3. Be able to use quality management methods analyzing and solving problems of organization. 4. Understand and apply the five-step DMAIC model and TPM concept as a framework to organize process improvement activity. 5. Know Quality Management Standards and be able assess organization's performance making reference to their criteria. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Total Quality Management: Concept and Fundamentals Definition and Dimensions of Quality, Evolution of Quality Management, TQM Framework, Principles of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, and Juran's Trilogy, Barriers to TQM.	12
	2	Human Aspect of Total Quality Management TQM Culture, Resistance to Change, Quality Leaders: Role and Characteristics, Employee Involvement, Motivation, Empowerment, Recognition and Reward, Quality Council, Teamwork for TQM.	10
	3	Total Quality Management Tools & Techniques- I Statistical Process Control (SPC), Seven QC Tools, Continuous Improvement: PDCA cycle, Business Process Re-Engineering (BPR), Benchmarking, Quality Function Deployment (QFD), Failure Mode and Effect Analysis, Malcolm Baldrige Award Model, TQM Implementation Process.	15
	4.	Total Quality Management Tools & Techniques- II Process Capability, Concept and Benefits of Six Sigma, DMAIC Approach, Implementation Process. Six Sigma Team; Total Productive Maintenance (TPM): Concepts, Improvement needs; Performance Measures.	11

	5.	Quality Management System Quality Statements; Customer Focus: Customer Orientation, Customer Satisfaction, Customer Complaints, Customer Retention; Cost of Quality: Direct and Indirect Cost. Total Quality Cost Curve, Quality Index, ISO9001 Quality Standards, and Quality Audits.	12
		Total Hours	60
TEXT BOOK	1. Besterfield, D.H., Besterfield, C., Besterfield, G.H. and Besterfield, M.; <i>Total Quality Management</i> ; Pearson Education 2. Ross, J.E.; <i>Total Quality Management: Text, Cases, and Readings</i> ; St. Lucie Press		
REFERENCE BOOK/ SUGGESTED READING	1. Evans, J.R. and Lindsay, W.M.; <i>An Introduction to Six Sigma and Process Improvement</i> ; Thomson Learning 2. Thomas Pyzdek and Keller, Paul; <i>The Six Sigma Handbook</i> ; McGraw Hill 3. Pande, P., Neuman, R. and Cavanagh, R.; <i>The Six Sigma Way</i> ; McGraw Hill		

Course: OPERATIONS STRATEGY			Semester: VI/VII
Course Code: ORM 05 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To introduce a conceptual framework for defining operations strategy in a business organization and enhance students' ability to assess the management of a firm's operations functions in a global and changing business environments.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Critically evaluate the link between corporate/business and operations strategies. 2. Critically identify the drivers of firms' operations relevant to its competitive position 3. Apply the concepts and methods related to designing and managing operations functions in order to satisfy market requirements. 4. Assess an organization's operational processes to effectively and efficiently produce goods and services to meet the goals of an organization. 5. Demonstrate the applicability of operations strategy principles in real life business situations working in groups and teams. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Operations Strategy, Framework for Company's Operations Strategy, Key Premise and Goals, Framework for Operations Strategy, Operations Strategy Framework for Specific Business Situations.	11
	2.	A Framework for Operations Strategy Competition, Competencies and Operations Concepts of Operational Trade-Off, Competency Focus related to Strategic Positioning and Operational Efficiency, Qualitative and Quantitative Methods to Evaluate a Firm's Operations Strategy, Strategic Response based on Process and Resource Capabilities.	12
	3.	Capacity Sizing and Timing Developing a Capacity Strategy: Sizing, Timing, Type, and Location of each Asset Change, Approaches to Changing Capacity, Effect of Capacity on Responsiveness and Competitiveness.	11
	4.	Capacity Flexibility and Strategic Sourcing Decision for Building New Capacity, Type of Capacity, Type of Technology and Facility, Product-Dedicated or Product-Flexible Technology, Response to Changes in Demand, Supply or Processing, Strategic Sourcing: Suppliers, Goods or Services and Managing Supplier Relationship, Concept of Total Landed Cost.	14
	5.	Demand Management using Mass Customized Service and Technology	12

		Design Efficient and Effective Processes for Customer Services, Strategies to provide Mass Customized Service, Information Technology Facilitating Customized Services, Concept of Cost-To-Serve, Assessing Attractiveness and Long-Term Feasibility of Mass Customized Service.	
		Total Hours	60
TEXT BOOK	1. Operations Strategy, Slack, N., Lewis, M. and Sharma, M.G., Pearson. 2. Hayes, Robert H., Pisano, Gary P., Upton, David M. and Wheelwright, Steven C.; <i>Operations, Strategy, and Technology: Pursuing the Competitive Edge</i> ; Wiley Higher Education		
REFERENCE BOOK/ SUGGESTED READING	1. Walter, David; <i>Operations Strategy</i> ; Palgrave/ Macmillan. 2. Beckman, S. L. and Rosenfield, D. B.; <i>Operations Strategy</i> ; Tata McGraw Hill 3. Hill, Terry; <i>Manufacturing Strategy</i> ; Tata McGraw Hill		

Course: STRATEGIC SOURCING & PROCUREMENT			Semester: VI/VII
Course Code: ORM 06 E	L T P	4 0 0	Credits: 4

OBJECTIVES	To highlight the strategic role and importance of procurement and sourcing in logistics and operations.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. To apply the main philosophy and principles of procurement and sourcing strategies and compare different modes of procurement and sourcing procedures. 2. Demonstrate effective implementation of purchasing activities to procure material or services in right quantity at competitive prices. 3. Apply negotiations and develop long term collaborative relationship with suppliers. 4. Suggest changes and improvements needed in processes and systems in order to improve and strengthen collaborative relationships. 5. Evaluate the performance of different suppliers in a purchasing relationship and monitor their progress. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Role and Understanding Strategic Nature of Procurement and Sourcing in Logistics, Purchasing and Sourcing Decision Process, Purchasing Integrated Logistics Interface, Stages of Sourcing Strategies, Purchasing and Sourcing Strategic Development Process.	12
	2.	Sourcing Management Establishing Requirements, Developing Specification and Formats; Types of Purchasing and Sourcing.	10
	3.	Supplier Selection and Performance Measurement Locating and Developing Sources of Supply, Types of Relationships: Buyer-Supplier Relationships: Transactional, Collaborative and Alliance Relationships. Selecting Suppliers and Measuring Performance.	13
	4.	Contract Design and Contract Management Contract Requirements, Applicable Standards, Contract Types, Letter of Intent, Methods of Exchange, Contract Reviews. Contract Compliance, Tracking and Expediting Deliveries and Handling Supplier Related Deliveries.	12
	5.	International Sourcing & Purchasing Constituents of International Sales Contract. Methods of Payment: Cash in Advance, Letter of Credit, Bill of Exchange, Open Account. International Trade Specialists. Role of Intermediaries in Trade Logistics, International Freight Forwarders/NVOCC/EMC	13
		Total Hours	60

TEXT BOOK	1. Robert M. Monzcka, Robert B. Handfield, Larry C. Giunipero and James L. Patterson, Purchasing and Supply Chain Management, Cengage International.
REFERENCE BOOK/ SUGGESTED READING	1. Ram Singh, International Trade Logistics, Oxford. 2. Thomas E. Johnsen, Mickey Howard and Joe Miemczyk, Purchasing and Supply Chain Management: A Sustainability Perspective, Routledge. 3. David Burt, Sheila Petcavage and Richard Pinkerton, Proactive Purchasing in the Supply Chain: Key to World Class Procurement, McGraw-Hill. 4. Peter Baily, David Farmer, Barry Crocker, David Jessop and David Jones, Procurement Principles and Management, Pearson.

BUSINESS ANALYTICS (BAN)

Course: DATA ANALYTICS WITH R			Semester: V
Course Code: BAN 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart fundamental knowledge of R programming and use of R for effective Data Analysis.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand basic concepts such as data type and index and use them in their work. 2. Demonstrate use of basic functions. 3. Conceptualize and create loops to solve different types of problems. 4. Create their own customized functions. 5. Construct tables, figures and perform all types of statistical operations. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Feature of R, Installing R and RStudio, RStudio Overview, Working in the Console, R console as calculator, variables, input data, output data, in-Built functions, Arithmetic Operators, Logical Operations, RStudio,	12
	2.	Programming in R: Data types of R: Vectors, Matrices, Arrays, Lists, Factors, Data Frame, Decision making structures, Loops, user defined functions, user defined package, Data Exploration and Manipulation: Missing data management, data reshaping, Creating Variables.	12
	3.	Import and Export of Data: Import and Export of data in text file: reading from text file, writing to text file, Import and Export of data in Excel: reading from excel, writing to excel, Import and Export of data in SPSS: reading from SPSS, writing to SPSS format.	12
	4.	Data Visualization Techniques of R: Basic visualization: Pie Chart, Bar Chart, Histograms, Line Chart, Kernel Density Plots, Q-Q plot, Box-Whisker plot, Violin plot, Dot plot, Bubble plot, Advanced Visualization: Scatter Plot, Corrgrams.	10

	5	Statistical Analysis using R: Descriptive statistics: measures of central tendency, measures of variability, Quantile, Rank, Skewness and Kurtosis, Table in R, Correlation and covariance, Chi-Square Test for Correlation, Simulation and distribution: Normal, Binomial and Monte Carlo	14
		Total Hours	60
TEXT BOOK	1. Thomas Mailund, Beginning Data Science in R: Data Analysis, Visualization, and Modelling for the Data Scientist by Data Analytics with R; Motwani Bharti, Wiley		
REFERENCE BOOK/ SUGGESTED READING	1. Matt Wiley, Joshua F. Wiley, Advanced R: Data Programming 2. Joseph Schmuller, the Cloud, Statistical Analysis with R For Dummies 3. Mike Mc Grath, R for Data Analysis in Easy Steps		

Course: BUSINESS INTELLIGENCE AND DATA WAREHOUSING			Semester: V
Course Code: BAN 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To explain the meaning and importance BI and DW in business.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the fundamental/introductory concepts of Business Intelligence. 2. Explain the importance of Big Data and difference between structured and unstructured data. 3. Learn the concepts of OLAP, OLTP and its operations. 4. Evaluate the applications of Business Intelligence and Data Warehousing tools. 5. Explain the Multi-Dimensional Data Modeling. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Definition of Business Intelligence (BI), Data Warehousing (DW) and Corporate Performance Management (CPM), Evolution of BI, Role of DSS, EIS, MIS and dashboards, Data Warehouse and BI, Drivers for BI and DW, BI component Framework and Architectures.	12
	2	Digital Data Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data. Semi-Structured Data, Sources of Semi-Structured Data. Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.	12
	3	OLAP and OLTP OLTP, Advantages, challenges, Shortcomings of OLTP, OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three Dimensional Data, Beyond Third Dimension, MOLAP, ROLAP, HOLAP, OLAP versus OLTP, Data Models for OLAP and OLTP, OLAP Operations on multi-dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through.	12
	4	Need for Warehouse, Data Mart, ODS, Kimball's approach versus Inmon's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data	12
	5	Multi-Dimensional Data Modeling Data Modelling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Dimensional modeling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional	12

		model. Performance Management & Enterprise Reporting – Measures, Metrics, KPIs.	
		Total Hours	60
TEXT BOOKS	1. David Loshin, Business Intelligence, Morgan Kaufmann Publishers. 2. Matthias Jarke, Maurizio L. Yanniss J.; Panos V.; Fundamental of Data Waras, Second edition; Springer		
REFERENCE BOOKS	1. Cindi Howson, Successful Business Intelligence: Secrets to making Killer BI Applications, TMH 2. Stephen Few, Information dashboard design: The Effective Visual Communication of Data, O'Reilly Media. 3. Mike Biere, Business intelligence for the enterprise, IBM Press 4. Hoffer Jeffrey, Prescott Mary, Modern Database Management, Pearson.		

Course: DATA MINING AND MACHINE LEARNING			Semester: VI
Course Code: BAN 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To enhance students' skills in using various analytical techniques to extract managerial information from large data warehouses.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the process of KDD, data cleaning, data cube, dimensionality reduction and data discretization. 2. Understand the importance Data Generalization and association rule mining and discussion on Apriori algorithm 3. Learn the concepts of Classification & Clustering. 4. Apply the Data Mining in business Applications. 5. Build a detailed understanding of Machine Learning. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process, Data cleaning: Missing Values, Noisy Data - Data Integration and transformation - Data Reduction: Data cube aggregation, Dimensionality reduction, Data Compression - Numerosity Reduction - Data Mining Primitives; Languages and System Architectures: Task relevant data - Kind of Knowledge to be mined; Discretization and Concept Hierarchy	12
	2	Concept Description and Association Rule Mining What is concept description? - Data Generalization and summarization-based characterization - Attribute relevance - class comparisons Association Rule Mining: Market basket analysis - basic concepts - Finding frequent item sets: Apriori algorithm generating rules – Improved Apriori algorithm – Incremental ARM – Associative Classification – Rule Mining.	12
	3	Classification and Prediction What is classification and prediction? – Issues regarding Classification and prediction: Classification methods: Decision tree, Bayesian Classification, Rule based Classification, CART, Association Rule Mining, k-Nearest Neighbor, Rough Sets, Clustering: Hierarchical Clustering, Non- hierarchical/partitioned Clustering.	12
	4	Data Mining for Business Intelligence Applications Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking & finance.	12

	5	Basics of Machine Learning Definition of learning systems, Goals and applications of machine learning, Aspects of developing a learning system: Training Data, Concept Representation, Function Approximation, Support vector machines, Artificial neural networks, Unsupervised learning.	12
		Total Hours	60
TEXT BOOKS	1. Han, J., Kamber, M., Pei, J.; <i>Data Mining Concepts and Techniques</i> ; Morgan Kaufmann 2. Rao. H.P.; <i>Business Analytics, an application focus</i> , PHI Publications.		
REFERENCE BOOKS	1. Kantardzic, M.; <i>Data mining: Concepts, Models, Methods & Algorithms</i> ; John Wiley & Sons 2. Ponniah, Paulraj; <i>Data Warehousing Fundamentals</i> ; Wiley- Blackwell, 3. Dunham, Margaret, H.; <i>Data Mining: Introductory and Advanced Topics</i> ; Pearson Education 4. Berson, Alex, Smith, Stephen. J, Thearling, Kurt; <i>Building Data Mining Applications for CRM</i> ; McGraw Hill. 5. Bhasin, H.; <i>Machine Learning for beginners</i> BPB Publications.		

Course: BUSINESS INTELLIGENCE CONCEPTS, TOOLS, AND APPLICATIONS			Semester: VI/VII
Course Code: BAN 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To enable students to use BI tools in managerial decision making.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the meaning and importance of Business Intelligence in business. 2. Understand the types and platforms of Business Intelligence 3. Learn Cognos as Business Intelligence tool. 4. Learn data manipulation and restructuring process. 5. Create and use data visualization in business. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Basics of Business Intelligence, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Creating Business Intelligence Environment, Business Intelligence Landscape	12
	2	Types and Platforms of Business Intelligence Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI. Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors	12
	3	Cognos as Business Intelligence Platform Introduction, application, environment, identify data term, explore the workspace, Filter content using explore point. Data import, File handling, web-based reporting system.	12
	4	Data Manipulation and Restructuring Objective, calculate data in a workplace, customization data, Restructuring of data, Customized Import, construction of workspace, formatting of data, use of numeric and text data.	12
	5.	Data Visualization Objective, choose effective chart, features of charts, Area Charts; Column charts, Line charts, Pie charts, Point Chart, customize chart options.	12
		Total Hours	60

TEXT BOOKS	1. Wilfried, Grossmann, Rinderle-Ma, Stefanie; <i>Fundamentals of Business Intelligence</i> ; Springer
REFERENCE BOOKS	1. Gautam, Sangeeta, IBM Cognos; <i>Business Intelligence V10</i> ; IBM Press 2. Loshin, David; <i>Business Intelligence</i> ; Elsevier, 3. Volitich, Dan, Ruppert, Gerard; IBM Cognos; <i>Business Intelligence 10: The Official Guide</i> ; McGraw-Hill, 4. Turban, E, Sharda, R, Delen, Dursun, and King, David; <i>Business Intelligence: A Managerial Approach</i> ; Pearson

Course: FINANCIAL ANALYTICS			Semester: VI/VII
Course Code: BAN 05 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide a strong foundation in financial analytics to handle complex financial data, build advanced analytical models and deliver effective visualization product and comprehensive reports.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Learn Financial Data Analysis and Interpretation for Decision Making. 2. Adept various Statistical tools to be used for financial data analysis. 3. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 4. Learn Statistical tools for predictive and forecasting modeling with financial data using MS-Excel. 5. Construct and optimize asset portfolios as well as evaluate and model Risk on various financial assets. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction: A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Data files from other Statistical Tools and access and use of various packages for financial analytics, Introduction to Financial Securities.	10
	2	Dataset Analytics, Visualization and Presentation of Financial Data: Understanding of Financial Datasets with descriptive statistics – univariate and bivariate analysis, Using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs etc. with base and other packages.	14
	3	Corporate Finance Analysis: Time value of money, Corporate financial predictive modeling- Project analysis- cash flow analysis- cost of capital using sensitivity analysis, Indifference point and Financial Break even modeling, Capital Budget model- Payback, NPV, IRR, and MIRR.	12
	4	Risk & Return Measurement of individual security and Portfolio: Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization, Black Scholes Model.	12
	5	Predictive Modeling and Forecasting: Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time series, trend analysis, stationary time series, auto regressive moving processes and data transformation, GARCH & ARIMA Modeling.	12
		Total Hours	60
TEXTBOOK	<ol style="list-style-type: none"> 1. Khan, M.Y., & Jain, P.K., Basic Financial Management, Tata McGraw Hill. 2. Chandra, P, Financial Management, McGraw-Hill 		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. John Y. Campbell, Andrew W. Lo, & A. Craig MacKinlay (1997), "The Econometrics of Financial Markets", Princeton University Press, ISBN: 9780691043012 2. Microsoft Excel 2016 BIBLE, John Walkenbach, WILEY 3. Cairns, A.J. G (2004), "Interest Rate Models: An Introduction", Princeton University Press, ISBN: 9780691118949 \
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Course: BIG DATA ANALYTICS			Semester: VI/VII
Course Code: BAN 06 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To introduce big data and data analytics lifecycle (data acquisition, data awareness, and data analytics and data governance) for addressing business challenges.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the basics of big data analytics. 2. Understand and apply Hadoop tools for distributed file system. 3. Utilise the functionalities of MapReduce. 4. Apply functions in Hadoop ecosystem. 5. Examine the latest trends in big data technology. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction Definition of Big Data, Types of Data, Need for Big Data, Characteristics of Big Data, Big Data with 3Vs, Limitations of Big Data, Introduction to Hadoop, History and Milestones of Hadoop, Apache Hadoop Ecosystem and new approach to Analytics. Cloudera, MapR, IBM commercial distribution of Hadoop	10
	2	Hadoop Distributed File System The Hadoop Distributed File System, Hadoop Cluster in commodity hardware, Regular file system vs. Hadoop Distributed File System, HDFS operation principle, Scaling Out - Hadoop Streaming, Hadoop core services and components, Importance of Name Node, Secondary Name Node, heartbeat, Data Node, Interfaces.	13
	3	MapReduce Hadoop Map Reduce Characteristics, Map Reduce workflow, Analytics functions of Map, Shuffle, Reduce in Map Reduce, Importance of Job Tracker, Task Tracker, Anatomy of a Map Reduce Job run – Failures - Job Scheduling - Shuffle and Sort, Input and Output File Format, Interactive Analytics on Big Data.	13
	4	Hadoop Ecosystem Analytics applications on Big Data Using Pig and Hive, Data processing operators in Pig, Hive services, HiveQL – Querying Data in Hive, fundamentals of HBase, Zookeeper, Mahout, Flume, Oozie and Sqoop.	12
	5	Big Data latest Trends and Technologies Visual data analysis techniques, interaction techniques, latest trend in Bigdata related technologies and applications. Big Data security and privacy, Spark, Data Lake and new trends in Big data management.	12
	Total Hours		60

TEXT BOOK	1. White, Tom; <i>Hadoop: The Definitive Guide</i> ; Forth Edition, O'Reilley.
REFERENCE BOOK/ SUGGESTED READING	1. Erl, Thomas, Khattak, Wajid, Buhler, Paul; <i>Big Data Fundamentals</i> ; Pearson. 2. DT Editorial Services, Big Data, Black Book: Covers Hadoop 2, Map Reduce, Hive, YARN, Pig, R and Data Visualization, Dreamtech Press, 3. Sathi, Arvind; <i>Big Data Analytics: Disruptive Technologies for Changing the Game</i> ; Mc Press, 4. Rao, Prakasa, B. L. S., Rao, S. B.; <i>Big Data Analytics: Methods and Applications</i> ; Springer, India, Private Ltd.

Course: MARKETING ANALYTICS			Semester: VI/VII
Course Code: BAN 07 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint the students with concepts of data analysis in the field of marketing and enable them to take decisions based on data.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Assess the application of tools of marketing analytics in decision making. 2. Develop analytical skills in the field of marketing based on data. 3. Understand the different marketing metrics to measure performance. 4. Apply data in segmenting the markets. 5. Understand the basic models of customer relationship management. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Marketing Analytics Defining Marketing Analytics, Need of Marketing Analytics, Big Data: The Marketing Revolution, Role of Data in Marketing. Differences and similarities between Marketing Research and Analytics, Marketing Analytics Planning.	12
	2	Segmentation, Targeting and Positioning Analytics Applications of tools for segmentation of the market, Cluster Analysis: Meaning, Application and methods of cluster analysis including k-means clustering and Agglomerative methods. Targeting and precision Marketing with the help of data mining and digital marketing tools used for targeting consumers. Positioning: Application of the concepts of perceptual mapping. Multidimensional scaling.	12
	3	Managing Marketing Mix New Product Development: Concept development and testing using conjoint analysis and attribution models. Design of price and advertising elasticity models. Non-linear and dynamic pricing analysis, Revenue Management. Multiple Regression Analysis and its application in marketing mix decisions.	12
	4	Customer Relationship Management Customer Relationship Management: Managing big data, data storage and analysis. Logistic Regression and its application in customer management. Calculating customer lifetime value. Basic model for optimizing retention and acquisition spending.	12
	5	Marketing Performance Metrics Sales Metrics: Sales Analysis using excel, Region-wise and distribution channel-wise sales analysis. Sales Forecasting using linear and multiple regression. Social Media and SEO Metrics: Measuring Conversion rates and click through rates in online marketing	12
		Total Hours	60

TEXT BOOK	<ol style="list-style-type: none"> 1. Palmatier, Peterson, Germann: Marketing Analytics based on first principles, Bloomsbury. 2. Winston, Wayne L.; <i>Marketing Analytics: Data driven techniques with Microsoft Excel</i>, Wiley
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Ryan, D. and Jones, C.; <i>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation</i>; Kogan Page 2. Stokes, R. Blake, S. and Education, Q.; <i>eMarketing: The Essential Guide to Marketing in Digital World</i>; Quirk eMarketing 3. Venkatesan, Rajkumar Paul Farris and Roanld T. Wilcox; <i>Cutting edge Marketing Analytics: Real world cases and data sets for hands on learning</i>, Pearson Education

Course: HR ANALYTICS			Semester: VI/VII
Course Code: BAN 08 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To identify what data should be captured and how to use the data to model and predict capabilities so the organization gets an optimal return on investment on its human capital.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Gain insights on the use of HR analytics in improving decision making. 2. Implement and strategize people analytics to boost performance and efficiency in the organizations. 3. Develop essential skills to lead an organization to people analytics success. 4. Discover the best ways to categorize and evaluate metrics in order to avoid misuse of data. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	HR Analytics in Perspective Role of Analytics, Defining HR Analytics, Significance of HR Analytics, Steps to implement HR Analytics. HR Analytics Frameworks: LAMP framework, HCM framework, Talent ship framework, overarching components of effective analytics framework.	12
	2	HR Analytics and Predictive Modeling Steps involved in predictive analytics: Determine key performance indicator, analyze and report data, interpreting the results and predicting the future, Metrics and Regression analysis and Causation. Multiple regression to product employee Performance.	12
	3	HR Business Process and HR Metrics Statistics and Statistical Modeling for HR Research and HR Decision making, HR Research Tools and Techniques, Data Analysis for Human Resources, Parametric and Non-Parametric Tests, HRIS for Decision making, HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, Ethics of measurement and evaluation, HR Dashboards: Statistical software used for HR Analytics	12
	4	Predictive HR Analytics in Recruitment and Selection Installation of packages and import datasets, normalizing a dataset, Splitting data into training and test data. Areas of application of analytics to recruitment. Reliability & validity of selection we fluids.	12
	5	Predictive HR Analytics in Turnover and Separation Turnover intent and job attitudes, KNN model performance, Model performance from accuracy to ROC, Exit interview analysis and Retirement analysis.	12

		Total Hours	60
TEXT BOOKS	1. Bhattacharya, D. K.; <i>HR Analytics</i> ; Sage Publishing House.		
REFERENCE BOOKS	1. Fitz-Enz, J.; <i>The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investment</i> ; AMACOM Div American Mgmt Assn. 2. Edwards, M. R., & Edwards, K. <i>Predictive HR Analytics: Mastering the HR Metric</i> . Kogan Page Publishers. 3. Fitz-Enz, J., & John Mattox, I. I. <i>Predictive analytics for human resources</i> . John Wiley & Sons. 4. Isson, J. P., & Harriott, J. S. <i>People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent</i> . John Wiley & Sons.		

LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSC)

Course: SUPPLY CHAIN MANAGEMENT			Semester: V
Course Code: LSC 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the mechanism of Supply Chain Planning, design, and operations. This will help to manage facilities, inventory, transport, and information about the key drivers of Supply Chain Management.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand and identify goals of supply chain and its processes. 2. Design distribution network after understanding the importance of its influencing factors. 3. Understand supply chain strategy and competitive strategy and achieve strategic fit. 4. Understand the role of Logistics in Supply chain and identify different modes of transportation. 5. Apply Information Technology in the supply chain drivers. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Supply Chain Management: Supply Chain, Objectives, Importance, Decision Phases, Process View, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Supply Chain Drivers – Obstacles, Framework, Facilities, Inventory, Transportation, Information, Sourcing, Pricing.	10
	2.	Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing Distribution, Design Options, E-Business and its impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modelling for Supply Chain.	12
	3.	Performance Measurement and Control Concept, Dimensions of Performance Measurement, Tools for Performance Improvement, Benchmarking: Introduction, and Forms of Benchmarking, GAP Analysis, Benchmarking study report, Achieving Strategic Integration, Supply Chain Operations Reference (SCOR) Modelling, SCOR Analysis, Value Chain, Concept of Configurability, Evaluation of Supply Chain Performance, Impediments to Improved Performance.	13

	4.	Transportation Networks and Sourcing: Role of Transportation, Modes and their Performance, Transportation Infrastructure and Policies, Design Options and their Trade-offs, Tailored Transportation. Sourcing: In-house or Outsource, 3rd and 4th PLs, Supplier Scoring and Assessment.	13
	5.	Coordination in a Supply Chain: Lack of Supply Chain Coordination and the Bullwhip effect, Obstacle to coordination, Managerial levels, Building Partnerships and Trust, Continuous Replenishment and Vendor-Managed Inventories – Collaborative Planning, Forecasting and Replenishment.	12
		Total Hours	60
TEXT BOOK	1. David, Simchi-Levi, Philip, Kaminsky and Edith, Simchi-Levi; Designing and Managing the Supply Chain; McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management– Strategy, Planning and Operation; Pearson Education. 2. Altekar, R.; Supply Chain Management: Concepts and Cases; PHI Learning. 3. Raghuram, G.; Logistics and Supply Chain Management; Macmillan. 4. Sahay, B.S.; Supply Chain Management; Macmillan. 5. Balou, R. H.; Supply Chain Management; Pearson Education.		

Course: LOGISTICS MANAGEMENT			Semester: V
Course Code: LSC 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The objective of this course is to develop an understanding of various components of logistics management. The learning is focused on developing the logistics systems to suit not only the domestic supply chain but also the global supply chain.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Introduce processes and functions of logistics system. 2. Know the different logistics strategies and their advantages. 3. Understand different modes of transportation, different design options of transportation network and their processes. 4. Understand the importance of reverse logistics in both manufacturing and e-commerce firms. 5. Understand the importance of quality in customer service and integrated logistics their applications. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Logistics Management- Definition, Scope, Functions, Objectives - Integrated Logistics Management, Role of Logistics in the Supply Chain - Logistics & Customer Service, Role of Logistics in Competitive Strategy, Logistics Organization & Performance Measurement, ERP – SAP – ORACLE.	12
	2.	Logistics Strategy- Strategic Role of Logistics, Definition, Role of Logistics Managers in Strategic Decisions, Strategy Options, Lean Strategy, Agile Strategies & Other Strategies, Designing & Implementing Logistical Strategy.	10
	3.	Transportation- Role of Transportation in Logistics, Transportation Selection Decision, Basic Modes of Transportation- Rail, Road, Water, Air, Pipeline, Characteristics of Different Modes; Inter Modal Operations; Air Freights for Exports and Imports. E-Way Bills. Economic Impacts of Rail and Road Networks.	14
	4.	Reverse Logistics- Scope, Design, E-Logistics- Logistics Information System- Application of IT in Logistics- Automatic Identification Technologies- Bar Coding, RFID, Role of Logistics Providers, Logistics Outsourcing- 3PL & 4PL, Global Logistics- Operational & Strategic Issues.	14
	5.	Quality Customer Service & Integrated Logistics- Customer Service, Importance Elements, The Order Cycle System, Distribution Channels, Functions Performed, Types, Designing.	10

		Total Hours	60
TEXT BOOK	1. David J. Bloomberg, Stephen LeMay &: Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd., New Delhi. 2. Donald J. Bowersox & David J. Closs: Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi. 3. Agrawal D K, Logistics & Supply Chain Management, <i>Macmillan India Ltd</i> ,		
REFERENCE BOOK/ SUGGESTED READING	1. Donald Waters: Logistics. Palgrave Macmillan, New York. 2. Coyle et al., The Management of Business Logistics, Thomson. 3. Bowersox Donald J, Logistical Management- The Integrated Supply Chain Process, Tata McGraw Hill.		

Course MODELING FOR DECISION MAKING IN SUPPLY CHAIN			Semester: VI
Course Code: LSC 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the foundational knowledge associated with the supply chain analytics and learn various tools and techniques for implementation of analytics based on the supply chain drivers.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the importance of data and analytics in SCM. 2. Understand various tools and techniques used in Supply Chain Analytics. 3. Identify and design the type of analytics for modelling and simulation in supply chain. 4. Work on Analytical tools and models for supply chain forecasting. 5. Get basic skills for advanced modelling of Supply Chain Analytics. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Supply Chains Analytics: Understanding the Supply Chain Analytics (SCA), Revisions of Basic of Supply Chain Management, Important of Analytics in Supply Chain, Relating Operations Management with Supply Chain Concepts with SC Analytics, The Importance of Supply Chain Analytics in the Flows Involving Material, Money, Information and Ownership.	11
	2.	Framework of SCA: Supply Chain Analytics Tools, Key Issues in Supply Chain Analytics, What Involves in Supply Chain Analytics, Concept of Descriptive Analytics in a Supply Chain, Bullwhip Effect in SCM, Decision Domains in Supply Chain Analytics, Overview of SAP Supply Chain Analytics modules and its Functionalities. Uses of Spreadsheet / Tableau in Supply chain Analytic.	12
	3.	Modelling and Simulations for SCA: Introduction to Modelling, Approaches for Optimization and Simulation, Modelling Software, Supply Chain Decisions that Requires Mathematical or Interpretative Modelling. Understanding of Data and its Role in Analytics of a Transportation Problem in a Supply Chain. Managerial Implications of the Results of Analytics. Spreadsheet Modelling for Supply Chain.	12
	4.	Predictive Modelling in Supply Chain: Forecasting for Supply Chain Planning and Management, Review of Multiple Regression and Stepwise Selection of Predictive Variables, Identification of Variables in a Forecasting Model, Exponential Smoothing Forecasting Models, Introduction to ARIMA Modelling, Data Driven Inventory Optimization.	15

	5.	Foundation of Prescriptive Analytics in SCM: Network Planning in a Supply Chain, Importance of Network Planning, Design of Logistics Network using Heuristics/optimization, Concept of 3PL/4PL in a Supply Chain. Performance Optimisation in SCM, Information Technology in SCM.	10
		Total Hours	60
TEXT BOOK	1. Sunil Chopra and Peter Meindl, Supply Chain Management (Pearson). 2. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi. 3. Kusum Deep & Madhu Jain & Said Salhi, Logistics, Supply Chain and Financial Predictive Analytics (Springer).		
REFERENCE BOOK/ SUGGESTED READING	1. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning. 2. Rahul Saxena & Anand Srinivasan, Business Analytics. 3. Lora M. Cecere, Supply Chain Metrics that Matter (Wiley).		

Course: GLOBAL SUPPLY CHAIN & LOGISTICS			Semester: VI/VII
Course Code: LSC 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To gain knowledge in global logistics and supply chain management and to do logistics management globally with understanding the requirements and regulations involved in doing logistics globally.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Identify the factors influencing global market forces and technological forces. 2. Provide a detailed understanding of International Logistics and models of Forecasting in Supply Chain Management. 3. Provide an understanding of Sales Contract in International Logistics. 4. List the challenges in Global Supply Chain and Logistics and elaborate the requirements of global strategy. 5. Clarify the regional and cultural differences and find Performance Expectation and Evaluation. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Global Logistics: Meaning and Definition, Global Market Forces, Factors Affecting Global Market Forces, Factors Affecting Technological Forces, Global Cost Forces, Political and Economic Forces, Requirements for Global Strategy, Global Strategy Implementation.	10
	2.	Integrating International Logistics with Supply Chain: Trade-Offs in International Logistics, Multi-Modalism, Key Factors in a Transport Mode(s) & Trade-Off. Considerations of Speed, Frequency, Packing and Insurance in International Transportation. Warehousing & Benchmarking in Global Supply Chain Management, Supply Chain Cycle Time Reduction, Demand-Driven Supply Network in International Logistics.	14
	3.	Export Sales Contract in International Logistics: Constituents of the Export Sales Contract, Contract of Affreightment: Terms of Delivery & Incoterms standards. International Purchasing Systems, Constituents/Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract, Selecting the International Logistics Operator, Criteria of Selecting the Third-Party Logistics Operator, Contract Logistics.	14
	4.	Challenges of Global Supply Chain & Logistics: International Versus Regional Product, Local autonomy versus control logistics –Importing & Exporting, Main forces, Barriers, Speculative Strategies, Hedge Strategies, Flexible Strategies Requirements for Global Strategy implementation, Advantages of Global Supply Chain. Supply Chain security.	11

	5.	Performance Expectation and Evaluation: Regional differences in Logistics, Cultural differences in different places, Geographic information Systems, Infrastructure; Performance Cycle length, operations, system integration, Alliances, Views of Global Logistics –Importing & Exporting.	11
		Total Hours	60
TEXT BOOK	1. Mangan,J., Lalwani, C., Butcher, T., Javadpour, R. Global Logistics and Supply Chain Management. John Wiley & Sons Ltd. U.K. Latest Edition. 2. Christiansen, B. Handbook of Research on Global Supply Chain Management (Advances in Logistics, Operations, and Management Science). Business Science Reference, USA. Latest Edition.		
REFERENCE BOOK/ SUGGESTED READING	1. Voortman, C. Global Logistics Management. Juta Academic. South Africa. Latest Edition. 2. Branch, A.E. Global Logistics Management and Supply Chain Management. Routledge, U.K, Latest Edition.		

Course: SHIPPING & WAREHOUSING MANAGEMENT			Semester: VI/VII
Course Code: LSC 05 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the significance of Warehousing and shipping techniques to minimize the total physical effort and minimize the cost of moving goods.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the warehousing decisions and various warehouse operations. 2. Analytical understanding of inventory management and its techniques. 3. Explain the use of warehouse management systems manage warehouse efficiencies. 4. Understand the unitization, shipping and packaging process. 5. Learn and understand the distribution facilities management techniques. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Warehousing: Introduction, Warehousing Decisions, Warehouse Operations, WMS, Types of Warehouses, Warehouse Layout, Functions, Equipment and Components, Centralized & Decentralized, Warehouse Operations and Storage Systems, Warehousing Cost Analysis.	10
	2.	Inventory Management: Role in Supply Chain; Independent Demand Systems, Dependent Demand Systems, Inventory Items with Time-Varying Demand; Inventory Items with Probabilistic Demand; Replenishment Systems for Inventory; Push Vs. Pull system, Just in Time Inventory Control, ABC Inventory Control, Bull Whip Effect.	15
	3.	Managing Warehouse Efficiency: Order Picking, Picking Methods, Pick Path, Measuring Warehouse Efficiency, Warehouse Workforce Design and Development, Cross Docking.	10
	4.	Unitization, Shipping and Packaging: Container Optimization, Container Loading and Void Fill, Weigh Checking, Automated Loading, Dock Management-Packaging, Types, Cost; Labelling Functions and Design.	11
	5.	Distribution Facilities Management: Material Handling Systems, Types of Material Handling Equipment, Modern Warehousing, ASRS & their operations, Bar Coding, Technology & Applications in Logistics Industry, RFID Technology & Applications, Types of Conveyors, Refrigerated Warehouses.	14
	Total Hours		60

TEXT BOOK	<ol style="list-style-type: none"> 1. Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill. 2. Vinod.V.Sople, Logistics Management, Pearson Education. 3. Arnold, Introduction Materials Management, Pearson Education. 4. Robert A. Davis, Demand-Driven Inventory Optimization and Replenishment (Wiley-Wiley & SAS Business Series).
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill. 2. Satish K. Kapoor and Purva Kansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall. 3. Satish K. Kapoor and Purva Kansal Marketing, Logistics - A Supply Chain Approach, Pearson Education.

Course: LOGISTICS AND SUPPLY CHAIN INFORMATION SYSTEM			Semester: VI/VII
Course Code: LSC 06 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the various technological aspects and real time description updated technologies in the logistics sector and supply chain industry.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Know about eSCM, benefits and communication networks. 2. Explain about the various enterprise information systems and their benefits. 3. Explain about the various information systems development methodologies. 4. Learn the framework for managing supply chain information various enterprise architectures. 5. Have detailed understanding of various processes and Technologies in E-Logistics 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Electronic SCM, Communication Networks: Introduction eSCM, eSCM Framework; Key Success Factors for eSCM; Benefits of eSCM Positioning Information in Logistics; Strategic Information Linkage; Supply Chain Communication Networks - Role of Communication Networks in Supply Chains, Overview of Telecommunication Networks, EDI - Data Security in Supply Chain Networks, Overview of Internet Able Models.	12
	2.	Enterprise Information Systems: Overview of Enterprise Information Systems, Information Functionality and Principles; Introduction Enterprise Information Systems, Classification of Enterprise Information Systems; Information Architecture; Framework for Managing Supply Chain Information; Popular Enterprise Application Packages, Benefits of Enterprise Information Systems.	14
	3.	SCM Systems Development: Stakeholders in Supply Chain Information Systems, Stakeholders in SCM, Information Systems Development, Logistics Information Systems Design, Defining Enterprise Architecture, Choosing Appropriate System Development Methodologies, Adopting relevant Systems Development Model.	11
	4.	Information Integration: Enterprise Application Integration and Supply Chain Visibility, Enterprise Application Integration, Supply Chain Visibility, Supply Chain Event Management, Supply Chain Performance, Planning and Design Methodology, Problem Definition and Planning, Data Collection and Analysis, Recommendations and Implementation, Decision Support Systems.	11

	5.	Procurement and e-Logistics: Understanding the Procurement Process, Participants in different types of e-Procurement, Drivers of e-Procurement, Benefits of e-Procurement, Estimating e-Procurement Costs, Barriers and Risks of e-Procurement Adoption. Push and Pull Supply Chain, E- Logistics Technologies- Advance Ship Notice (ASN), Tracking Systems, Satellite Global Positioning Systems (GPS) and Geographic Information Systems (GIS), Bar-Coding and Scanning, Digital Signature Technology, Wireless Technology – Radio Frequency Identification and Detection (RFID).	12
		Total Hours	60
TEXT BOOK	1. Donald Bowersox, David Closs, & Bixby cooper, Supply chain Logistical Management. 2. R.H. Ballou, and Samir Business Logistics Management. 3. Dave Chaffy, Digital Business and E commerce Management – Strategy, Implementation and Practices (Pearson).		
REFERENCE BOOK/ SUGGESTED READING	1. Strauss, Alexa & Frost E-Marketing, Routledge. 2. David B. Grant & Chee Yew Wong, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management Kogan Page. 3. Gerhard Oswald & Michael Kleinemeier, Shaping the Digital Enterprise: Trends and Use Cases in Digital Innovation and Transformation (Springer) 4. Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd. 5. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.		

ENTREPRENEURSHIP (ENT)

Course: ENTREPRENEURSHIP DEVELOPMENT			Semester: V
Course Code: ENT 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with Entrepreneurship Development, the process of establishing an enterprise and the type of support available from various government and non-government institutions.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the nature of entrepreneurship and develop the ability to recognize business opportunity as a career. 2. Demonstrate the ability to do a self-analysis in the context of an entrepreneurial career. 3. Develop the capability to find an attractive market that can be reached economically. 4. Create an appropriate business model. 5. Develop a well-presented business plan that is technically and economically feasible. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Foundation of Entrepreneurship: Concept and Need of Entrepreneurship, Characteristics and Types of Entrepreneurships, Charm of becoming an Entrepreneur, Entrepreneurial Decision Process, Entrepreneurship as a career, Entrepreneurship as a Style of Management, changing role of the Entrepreneur, Entrepreneurial Traits, Factors Affecting Entrepreneurship.	10
	2.	Theories of Entrepreneurship: Influences on Entrepreneurship Development, External Influences on Entrepreneurship Development: Socio-Cultural, Political and Economic, Personal Entrepreneurial Success and Failure, Reasons and Remedies, Women Entrepreneurs, Challenges and Achievements of Women Entrepreneurs.	10
	3.	Entrepreneurial Motivation and Competencies: Meaning of Entrepreneurial Motivation, Motivation Cycle or Process, Theories of Entrepreneurial Motivation, Entrepreneurial Motivating Factors, Changes in Entrepreneurial Motivation, Entrepreneurial Motivation Behavior, Meaning of Entrepreneurial Competencies, Major Entrepreneurial Competencies, Developing Entrepreneurial Competencies.	10

	4.	Opportunities Identification and Selection: Need for Opportunities Identification and Selection, Environmental Dynamics and Changes, Business Opportunities in Various Sectors, Identification of Business Opportunities, Opportunity Selection.	10
	5.	Business Planning Process: The business plan as an entrepreneurial tool, Elements of business planning, Objectives, Market analysis, Development of product/idea, Marketing, Finance, Organization and management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones	10
	6.	Social Entrepreneurship: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early-Stage Venture Issues in Creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.	10
		Total Hours	60
TEXT BOOK	1. Kuratko, D. F. and Rao, T. V.; <i>Entrepreneurship: A South Asian Perspective</i> ; Cengage Learning 2. Roy, R.; <i>Entrepreneurship</i> ; Oxford University.		
REFERENCE BOOK/ SUGGESTED READING	1. Hisrich, R. D., Peters. M.P. and Shepherd, D.A.; <i>Entrepreneurship</i> ; McGraw Hill 2. Dollinger, M.J.; <i>Entrepreneurship: New venture creation</i> ; Pearson Education 3. Zimmerer, W.T. and Norman M.S; <i>Essentials of Entrepreneurship and Small Business Management</i> ; Pearson Education 4. Charantimath, Poornima, <i>Entrepreneurship Development & Small Business Enterprises</i> , Pearson Education. 5. Drucker, P.F; <i>Innovation and Press Entrepreneurship</i> ; Harper Collins.		

Course: FAMILY BUSINESS MANAGEMENT			Semester: V
Course Code: ENT 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint the students with the basic knowledge and understanding of the dynamic issues and problems facing family businesses as well as how these issues and problems can be dealt with strategically to improve family business performance.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the family business dynamics and the relationships with external stakeholders. 2. Identify the distinctive advantages of a family business and unique challenges facing such entities. 3. Differentiating professionally managed firms from family businesses 4. Evaluating the professionalism in family business 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Family Business: Definition of family business, Uniqueness of family business-special strengths, Family culture, beliefs & values and their impact on business, family business dynamics, Nonfamily employees, Managing conflict in family firms, family business systems, Family Business Lifecycle	10
	2.	Family's Relationship with Business: Articulating values and shared vision, Effective business families, Ingredients of successful planning, unifying plans, processes and structures: Designing family governance, family council, family retreats and family constitution, Human Resource Management and Leadership Perspectives: The importance of outside experience, Systems overlap and Human Resource Management issues, working in the business	14
	3.	Role of Outsiders and Professionalizing Boardrooms: Non-family managers and their relationship with family, non-executive directors, professional advisers and consultants. Professionalising the boardroom: the rubber-stamp board, making the transition, effective working boards, two-tier boards	12
	4.	Managing Succession and Family Governance in multigenerational firms: The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition. Preparing next generation managers and leader, succession in older family business. Cousin companies: evolution of family business ownership, complexity in cousin companies, setting up and structuring family governance.	12
	5.	Building financial security and wealth management: Building financial security, selling the business, passing down the business, Wealth Management: Setting family office, Single	12

		family office and multiple family office structures, Family business philanthropy, Case Studies on Kumar Mangalam Birla – Aditya Birla Group, Dheeru Bhai Ambani – Reliance Industries, Lakshmi Niwas Mittal- Arcelor Mittal, Jamnalal Bajaj-Bajaj Group, Jamsetji Nusserwanji Tata-Tata Group	
		Total Hours	60
TEXT BOOK	1. Leach, P.; <i>Family Businesses: The Essentials</i> ; Kogan Page 2. Agarwal R.G, <i>Family Business Management</i> , Sage Publications		
REFERENCE BOOK/ SUGGESTED READING	1. Aldersan, K. J.; <i>Understanding the Family Business</i> ; Business Expert Press 2. D. Sampath, <i>Inheriting the Mantle: Management of Succession and Transition in Indian Family Business</i> , Sage Publications 3. Basco, R., <i>Family Business Management</i> ; Routledge Taylor and Francis Group. 4. Agarwal R.G, <i>Managing Family Business; Dynamics Challenges & Opportunities</i> ; Routledge Publications		

Course: FEASIBILITY STUDY & BUSINESS PLAN			Semester: VI
Course Code: ENT 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	This course focuses on new venture initiation and the preparation of a feasibility study that can be used to begin operations in a new business enterprise.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Prepare and analyse feasibility studies. 2. Understand the principles of feasibility studies. 3. Understand the factors both internal and external that impact on the feasibility of a project. 4. Develop the knowledge of the components of a feasibility study. 5. Analyse the commercial viability of any project. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Environmental Screening and Idea Generation: <ol style="list-style-type: none"> i. Analysis of economic, socio-cultural, technological and politico-legal environment. Sources of business ideas. Role of personal observation, creativity and business research. Collection of data – primary and secondary. Situational analysis ii. Entrepreneurship opportunities in contemporary business environment, like opportunities in network – marketing, social media, franchising, business process outsourcing. Small business as the seedbed of entrepreneurship iii. Pre-feasibility study 	15
	2.	Feasibility Study: <ol style="list-style-type: none"> i. Preliminary study of the business ideas. Aspects of the technical and economic feasibility: Commercial, financial and administrative feasibility, Preparation of feasibility report ii. Technical feasibility, estimation of cost, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of funds requirements, sources of funds. Loan syndication for the projects. Tax consideration in project preparation and legal aspects 	15
	3.	Business Plan: <ol style="list-style-type: none"> i. Meaning and uses and business plan. Elements (major headings and brief discussion) and presentation Implementation – prototype development and test marketing.	15
	4.	Presentation of Feasibility Study: Students will form teams to work on the feasibility study. Thus, a central component of this	15

		course is the opportunity for the students to develop a venture feasibility plan which will be presented for evaluation.	
		Total Hours	60
TEXT BOOK	1. Chandra, Prasanna. <i>Project Preparation Appraisal and Implementation</i> , Tata McGraw-Hill Publishing Company. 2. Barringer B.R. & Ireland R.D; <i>Entrepreneurship successfully launching New Ventures</i> , Pearson Publications (Easily downloadable from internet)		
REFERENCE BOOK/ SUGGESTED READING	1. Holt, David H., <i>Entrepreneurship: New Venture Creation</i> , Prentice-Hall of India, New Delhi. 2. Brandt, Steven C, <i>The 10 Commandments for Building a Growth Company</i> , Macmillan Business Books, Delhi.		

Course: START-UP ECOSYSTEM IN INDIA			Semester: VI/VII
Course Code: ENT 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint the students with Startup Ecosystem and initiatives of Government and other institutional support for growth and development of. Entrepreneurship		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Identify and understand the interdependent network of complex start-up ecosystems. 2. Describe the opportunities available for startups within the ecosystems. 3. Describe the support provided by government & other agencies for startups within the ecosystems. 4. Understand the formulation of institutions promoting policy. 5. Understand the business incubation mechanism. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Startup Ecosystem: The New Industrial Revolution, The Rise of The Start-up Economy, The Forces of Change-Startup Ecosystem in India – Issues, Challenges & Opportunities.	14
	2.	Business Incubation: Business Incubation Definition and Principles, Incubator Models and Success Factors, Incubator Operation, planning an Incubator, Business Incubation Marketing and Stakeholder Management, financing a Business Incubator, Managing the Business Incubator, Monitoring, Evaluation and Benchmarking, implementing a Mentoring Program, Deals and Financing for Incubator Clients, Technology Commercialization, Virtual Business Incubation, Concept of Accelerator	16
	3.	Support Ecosystem: Start-up policies of Central Government and some leading State Governments Technology Business Incubator (TBI), Role of National Science and Technology Entrepreneurship Development Board, (NSTEDB), DST guidelines for Seed Support System (SSS) for Start-ups in Incubators. Make in India, Stand-Up India, Start-up India and Recent Initiatives from MUDRA, National INNOVATION and STARTUP Policy, Case study on Start-ups.	15
	4.	Institutions Promoting Entrepreneur ship: Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB) (Emphasis on their Objectives, Activities & Schemes)	15
	Total Hours		60

TEXT BOOK	1. Burns, Paul & Hunt, Jim Dew; <i>Small Business Entrepreneurship</i> , Palgrave Macmillan publisher
REFERENCE BOOK/ SUGGESTED READING	1. Charanthimath, Poornima M. <i>Entrepreneurship Development Small Business Enterprises</i> , Pearson 2. Chaudhury, Suman; <i>MSME in India</i> , Raj Publications 3. Desai, Vasant; <i>Small Scale Industries and Entrepreneurship</i> , Himalaya Publishing House,

Course: ENTREPRENEURIAL MARKETING			Semester: VI/VII
Course Code: ENT 05 E	L T P	4 0 0	Credits: 4

OBJECTIVE	This course clarifies key marketing concepts, methods, and strategic issues relevant for start-up and early-stage entrepreneurs.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Discuss the processes of market identification and market creation in entrepreneurial situations. 2. Critically assess and apply marketing theories and models to new ventures. 3. Design and build an operational marketing strategy for a start-up business or new product. 4. Construct strategies to overcome challenges encountered in the planning process for new products and businesses. 5. Describe the role innovation can play in developing a market strategy 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Entrepreneurial Marketing: Definition, Characteristics and Importance, Entrepreneurial versus Traditional Marketing, Entrepreneurial Marketing Mix, Identifying entrepreneurial marketing opportunities, market. Research, Demand forecasting.	10
	2.	Segmentation Targeting and Positioning: Conceptualizing the market, Abell's Model of conceptualization of 'the market, Understanding the concept of value, Customer segmentation, Important criteria for evaluating the quality of the derived segments, Targeting using effectuation, Developing a positioning statement. Validation: initial customer feedback and iteration.	14
	3.	Entrepreneurial Marketing Mix Strategies: Product concept design, Levels of product manipulation, entrepreneurial pricing strategy, entrepreneurial communication strategy, entrepreneurial distribution strategy, Building Brands, Brands functionality and the branding activity, The importance of branding and branding success factors, building customer relationships.	14
	4.	Adoption, Diffusion and Lead customers: The adoption life cycle, Penetration and diffusion, understanding lead customers, Anticipating and preventing chasms, Effectively addressing chasms. Reasons why customers postpone or resist adoption.	12
	5.	Competitive and Market Considerations: Different levels of competition. Anticipating competitor reactions,	10
		Total Hours	60

TEXT BOOK	1. Edwin J. Nijssen, <i>Entrepreneurial marketing An Effectual Approach</i> , Routledge,
REFERENCE BOOK/ SUGGESTED READING	1. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, <i>Entrepreneurial Marketing</i> , Wiley 2. Luca Cacciolatti and Soo Hee Lee, <i>Entrepreneurial Marketing for SMEs</i> , Plgrave Macmillan 3. Zubin Sethna, Paul Harrigan, Rosalind Jones, <i>Entrepreneurial Marketing: Global Perspectives</i> , Emerald Group Publishing 4. Bruce D. Buskirk, Molly Lavik, <i>Entrepreneurial Marketing: Real Stories and Survival Strategies</i> , Thomson 5. Ian Chaston, <i>Entrepreneurial Marketing: Sustaining Growth in All Organisations</i> , Palgrave Macmillan

Course: ENTREPRENEURIAL FINANCE			Semester: VI/VII
Course Code: ENT 06 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The goal of Entrepreneurial Finance is to help managers make better investments and financing decisions in entrepreneurial settings.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Describe the various sources of funding for new ventures. 2. Understand how to determine the amount of money an entrepreneur requires to successfully start and operate a business. 3. Calculate the value of a venture and appreciate the many roles valuation plays in the creation and development of a venture. 4. Construct, read and draw practical insights from the financial statements of a venture, 5. Recognize a company in financial distress and understand the options for the company. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle, Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture, opportunities: Pricing /Profitability considerations, Financial, /harvest Considerations. Financial, Plans and Projections.	14
	2.	Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break-even Analysis. Evaluating operating and financial performance using ratio analysis.	16
	3.	Financial Planning: Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital	16
	4.	Venture Valuation: Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity	14

		Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.	
		Total Hours	60
TEXT BOOK	1. Steven Rogers, <i>Entrepreneurial Finance</i> , Tata Mc Graw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Douglas Cumming, <i>Entrepreneurial Finance</i> , Oxford University Press 2. M J Alhabeeb, <i>Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business</i> , Wiley 3. Philip J. Adelman, Alan M. Marks, <i>Entrepreneurial Finance</i> , Pearson.		

INFORMATION TECHNOLOGY (IT)

Course: DATABASE MANAGEMENT SYSTEM			Semester: V
Course Code: IT 01 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Develop skills and understanding in database design and make use of database management systems for application. 2. Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL. 3. Design ER-models to represent simple database application scenarios. 4. Develop understanding about relational models and SQL for implementing and maintaining databases. 5. Develop understanding about the different issues involved in the design and implementation of a database system. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Database Concepts and Modeling: Introduction – Data, Database, DBMS, Database Users and Administrators, History of Database Systems, Overview of Client/Server Technology: 3Tier Architecture, Data Modeling, Hierarchical, Network, Object Oriented, Introduction to Distributed Databases.	10
	2.	Entity-Relationship Model: Introduction, Conceptual Data model for Database Design, ER Model Concept with an example: Components of an ER Model, Relationships, Roles and Structural Constraints, Constraints on Relationship Types.	12
	3.	SQL: History of SQL, Basic structure, DDL commands, Create, Alter and Drop Table, DML commands, Select Statement, Insert, update, and delete data, Top, Distinct, Null keywords, String and Arithmetic Expressions, Where Clause with Operators, Simple queries, Aggregate functions, Count, Sum, Min, Max, Avg Group by and Having Clause, Group by, order by.	14
	4.	SQL Advance: Introduction to Joins, Inner Join, Outer Join, Self-Join, Cross Join, Co-related Sub Queries, Set Operations using Unions, Intersect and Except, Entity integrity, Domain integrity, Referential integrity, Types of constraints, Unique, Not NULL, Primary Key, Default, Check, Foreign Key, Introduction & Advantages of Views, Creating, Altering, Dropping Views,	14

		Introduction Clustered and Non-Clustered Index, Creating and Dropping Indexes.	
	5.	Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL.	10
		Total Hours	60
TEXT BOOK	1. A Silberschatz, H Korth, S Sudarshan, "Database System and Concepts", fifth Edition McGraw-Hill. 2. Sql, Pl/Sql: The programming language of oracle by Ivan Bayross, BPB publications		
REFERENCE BOOK/ SUGGESTED READING	1. Rob, Coronel, "Database Systems", Seventh Edition, Cengage Learning. 2. Ramez Elmasri and Shamkant B. Navathe, Fundamentals of Database Systems (5/e), Pearson Education.		

Course: DIGITAL BUSINESS MANAGEMENT			Semester: V
Course Code: IT 02 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To understand the digital transformation of brick-and-mortar type of traditional business and how to convert it into its digital equivalent in all the management aspects.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of digital transformation. 2. Understand the role of e-business and e-commerce environment. 3. Understand the Digital marketing environment. 4. Craft and evaluate digital business strategy and applications. 5. Manage implementation of digital business strategy. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to digital Business Introduction, importance of digital Communication, information systems in Global business, global e-Business and collaboration, traditional business, digital business opportunity, Barriers to adoption of technology, digital business stakeholder barriers to consumer digital adaption.	10
	2.	Analysis for Digital Business and E-Commerce Digital Marketplace analysis, Process of Digital Marketplace. Location of trading in marketplace, Business models of E-commerce, Revenue models of E-Commerce.	12
	3.	Managing digital infrastructure: Digital business infrastructure components, digital technologies, Management issues, managing internal digital communication. Technology standards, Development of customer experience and digital service. Internal and external governance factors, challenges of managing digital infrastructure, Management solutions, problems of traditional files, digital solution of traditional files, capabilities of DBMS, tools and technologies for accessing information from digital storage.	14
	4.	Key issues in Digital Environment System vulnerable, malicious software's, Internal Threat: Social factor, legal and ethical factor, economic factor, political factor, technology factor, cultural factor. Factors affecting e-commerce, Environment and green issues, Information System Control, risk assessment, Security policy, disaster recovery planning,	13
	5.	Case Studies and Success Stories of E-Business RFID Enabled Weighbridge Automation, Securing Information: The HSBC Way, How Reliable is Big data?	11
		Total Hours	60

TEXT BOOK	1. Kamat and Kamat, Digital Business Management, Himalya publishing house.
REFERENCE BOOK/ SUGGESTED READING	1. Chaffey Dave, Hemphill Tanya and Edmundson-Bird David, Digital business and E-Commerce Management, Pearson 2. Busulwa Richard, Navigating Digital Transformation in Management, Routledge

Course: BUSINESS INTELLIGENCE AND APPLICATIONS			Semester: VI
Course Code: IT 03 C	L T P	4 0 0	Credits: 4

OBJECTIVE	This course is intended to impart fundamental knowledge on concepts and tools business intelligence. After completing the course, the student is expected to be able to use BI tools in decision making.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the meaning and importance of Business Intelligence in business. 2. Explain the types and platforms of Business Intelligence 3. Learn Cognos as a Business Intelligence tool. 4. Explain the use of technologies and tools that make up BI (e.g. Data warehousing, Data reporting and use of Online analytical processing (OLAP)). 5. Create planning process for the implementation of a BI system. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Basics of Business Intelligence, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Creating Business Intelligence Environment, Business Intelligence Landscape.	12
	2.	Types and Platforms of Business Intelligence Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business-Challenges of BI. Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors.	12
	3.	Cognos as Business Intelligence Platform Introduction, application, environment, identify data term, explore the workspace, Filter content using explore point. Data import, File handling, web-based reporting system.	12
	4.	Data Manipulation and Restructuring Objective, calculate data in a workplace, customization data, Restructuring of data, Customized Import, construction of workspace, formatting of data, use of numeric and text data.	12
	5.	Data Visualization Objective, choose effective chart, features of charts, Area Charts; Column charts, Line charts, Pie charts, Point Chart, customize chart options.	12

		Total Hours	60
TEXT BOOK	1. Gautam, Sangeeta, IBM Cognos; Business Intelligence; IBM Press		
REFERENCE BOOK/ SUGGESTED READING	1. Wilfried, Grossmann, Rinderle-Ma, Stefanie; Fundamentals of Business Intelligence; Springer. 2. Loshin, David; Business Intelligence; Elsevier. 3. Volitich, Dan, Ruppert, Gerard; IBM Cognos; Business Intelligence: The Official Guide; McGraw-Hill. 4. Turban, E, Sharda, R, Delen, Dursun, and King, David; Business Intelligence: A Managerial Approach; Pearson.		

Course: WEB TECHNOLOGIES			Semester: VI/VII
Course Code: IT 04 E	L T P	4 0 0	Credits: 4

OBJECTIVE	Web Technologies go hand in hand to develop flexible, attractive and user-friendly websites. Web Technologies describes the structure of a website semantically along with presentation and can be used to create interactive forms.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the working of the internet and organization of web pages. 2. Explain the role of different protocols in the working of WWW. 3. Develop a static webpage using HTML. 4. Examine the working of Search engines. 5. Examine the issues of web pages and how to optimize its search results. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction Networking Protocols and Internet: Introduction, Protocols in Computer Communications, the OSI Model, OSI Layer Functions. Why Internet Working? Problems in Internet Working, Dealing with Incompatibility Issues, A Virtual Network, Internet Working Devices, Repeaters, Bridges, Routers, Gateways, A Brief History of the Internet, Growth of the Internet.	12
	2.	WWW and WWW Protocols Introduction to the Internet, World Wide Web, Web Browser types of web browsers and their features, Web Server, Protocols governing the Web: HTTP and HTTPS, SMTP, POP, MIME and SMTP, Web development strategies, Web applications, Web Projects, Web team.	12
	3.	Web Page Designing Tools Introduction to HTML: History of HTML first HTML page, HTML Tags and Attributes, HTML Tag vs. Element, HTML Basic Tags, HTML Formatting Tags, HTML Color Coding, Div and Span Tags for Grouping, Unordered Lists, Ordered Lists, Definition list, Image and Image Mapping, URL - Uniform Resource Locator, URL Encoding, Table tag and their attributes. Introduction to XML, Defining XML tags, their attributes and values, Introduction and Levels of Style Sheets	14
	4.	Search Engine Optimization Understanding domain/website & how they work, Types of websites & their importance, Basics of world wide web (www) / Internet, Introduction to Search Engines & their importance, Economical & Social Impact of Major Search Engines, How Search Engines Work.	12
	5.	Google Search Engine	10

		Introduction to Google Search Engine, Understanding Search Engine Result Pages (SERPs), Basic & Advance Search Commands/Operators, Google Search Algorithm & its Capabilities/Functions.	
		Total Hours	60
TEXT BOOK	1. Deitel & Deitel; Internet and World Wide Web – How to Program; Pearson Education 2. Bayross Ivan; Teach Yourself Web Technologies Part II; BPB.		
REFERENCE BOOK/ SUGGESTED READING	1. Eric Ladd, Jim O'Donnel; Using HTML 4, XML and JAVA; PHI Learning 2. Aferganatel; Web Programming: Desktop Management; PHI Learning 3. Rajkamal; Internet and Web Technology; McGraw-Hill		

Course: CYBER SECURITY AND RISK MANAGEMENT			Semester: VI/VII
Course Code: IT 05 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To enable students to learn the risk management framework using both qualitative and quantitative assessment methods that concentrate on the information security (IS) aspect of IT risks.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand the concerns of information security. 2. Explain the main objectives of information security. 3. Explain the process for implementing an information security policy. 4. Enhance their familiarity with the more popular security controls. 5. Enhance their understanding of actions of government and industry that influence information security. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction History of information systems and its importance, Basics, Changing nature of information systems, Need of distributed information systems, Role of Internet and web services, Information system threats and attacks, Classification of threats and assessing damages, security in mobile and wireless computing, Authentication service security, Security implication for organizations.	12
	2.	Principles of Information Security Basic principles of information security, Confidentiality, Integrity availability and other terms in information security, Information classification and their roles, Security threats to E-commerce, Virtual organization, Business transactions on web.	12
	3.	Physical Security and Disaster Control Physical security-Needs, Disaster and controls, Biometrics, Factors in biometrics systems, Benefits, Criteria for selection of biometrics, Design issues in biometric systems, Interoperability issues, ISO 27001, SEE-CMM, Information security Vs privacy.	12
	4.	Document Security and Cryptography Model of cryptographic systems, Issues in documents security, System keys, Public key cryptography, Digital signature, Requirement of digital signature system, Firewalls, Design and implementation issues of firewall, Perimeter for network protection, Network attacks, Need of intrusion monitoring and detection, Intrusion detection.	12
	5.	Cyber Crime and Cyber Law Laws, Investigation and ethics, Cybercrime, Information security and law, Types and overview of cybercrimes, Cyber law issues in E-business management overview of Indian IT Act.	12

		Total Hours	60
TEXT BOOK	1. Godbole; Information Systems Security; Willey 2. Sood; Cyber Laws Simplified; McGraw-Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Merkov, Breithaupt; Information Security; Pearson Education 2. Schou, Shoemaker; Information Assurance for the Enterprise; Tata McGraw-Hill 3. Furnell; Computer Insecurity; Springer 4. IT Act 2000 5. <i>N. Godbole, Sunit Belapure; Cyber security: understanding cybercrimes, computer forensics and legal perspectives; Wiley India</i>		

Course: KNOWLEDGE MANAGEMENT AND INFORMATION SYSTEM			Semester: VI/VII
Course Code: IT 06 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To explain how Management Information System concepts and theories facilitate prudent business decisions.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Evaluate the role of information systems in today's competitive business environment. 2. Analyze the role played by the six major types of information systems in organizations and their relationship to each other. 3. Describe the types of information systems supporting the major functional areas of the business. 4. Demonstrate a good understanding of basic issues in Enterprise Systems 5. Describe the selection, acquisition and implementation of enterprise systems. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Information Systems: Evolution of IS, Stages theory of IS growth, Definition of IS, Role of Information System, Management theory and IS, Organization structures and IS, Types of information systems: TPS, MIS, DSS and EIS, Components of IS: Hardware, Software, Database, Telecommunications, Decision Making with IS, MIS Life Cycle.	12
	2.	Foundation of Business Intelligence: Role of business intelligence, fundamentals of intelligence, problems of managing data resource, data base management systems, structured data, unstructured data, tools of structured and unstructured data sources, capabilities of databases, cloud databases and blockchain	12
	3.	Business intelligence and Analytics Business Intelligence: Concepts, environments and tools Importance of Business intelligence and analytics, decision Support, KPIs identification, Ad Hoc report, Dashboard, Business forecasting, Concepts of Predictive and Prescriptive Analytics, dashboard Design using excel.	12
	4.	Knowledge Management and ERP Enterprise-wide information system, Custom built and packaged approaches, Needs and evolution of ERP systems, Common myths and evolving realities, ERP and related technologies, Business process re-engineering and information technology, Supply chain management.	10
	5.	ERP Marketplace and ERP Implementation Issues: ERP domain, ERP benefits, Classification, Present global and Indian market scenario, Milestones, and pitfalls, Forecast,	14

		Market players and profiles, Evaluation criterion for ERP product, ERP life cycle, Adoption decision, Acquisition, Implementation, Use and maintenance, Evolution and retirement phases, ERP modules. Critical success and failure factors for implementation, ERP success inhibitors and accelerators, Management concern for ERP success, Strategic grid, Useful guidelines for ERP implementation.	
		Total Hours	60
TEXT BOOK	1. K.C. Laudon and J.P. Laudon, Management Information Systems: Managing the Digital Firm, Pearson/Prentice Hall. 2. Leon. A; Enterprise Resource Planning; Tata Mc Graw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. R V. Altekar; Enterprisewide. Resource Planning. Theory and Practice; PHI 2. G.B. Davis; Management Information Systems: Conceptual Foundations, Structure and Development; McGraw-Hill.		

Course: DATA MINING AND DATA WAREHOUSING			Semester: VI/VII
Course Code: IT 07 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To enable the students to learn how data mining and data warehousing provide techniques for collecting information from distributed databases and then performing data analysis.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Understand basic concept of Data Warehouse & OLAP. 2. Understand the basic concept of Data mining, data preprocessing and data visualization. 3. Explain the basic concept of Frequent Pattern Analysis. 4. Use the basic concept of classification & clustering, 5. Use the concept of WEKA tools. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Data Warehousing, Business Analysis and On-Line Analytical Processing (Olap): Basic Concepts - Data Warehousing Components – Building a Data Warehouse – Database Architectures for Parallel Processing – Parallel DBMS Vendors - Multidimensional Data Model – Data Warehouse Schemas for Decision Support, Concept Hierarchies -Characteristics of OLAP Systems – Typical OLAP Operations, OLAP and OLTP.	12
	2.	Data Mining – Introduction: Introduction to Data Mining Systems – Knowledge Discovery Process – Data Mining Techniques – Issues – applications- Data Objects and attribute types, Statistical description of data, Data Preprocessing – Cleaning, Integration, Reduction, Transformation and discretization, Data Visualization, Data similarity and dissimilarity measures.	12
	3.	Data Mining - Frequent Pattern Analysis Mining Frequent Patterns, Associations and Correlations – Mining Methods- Pattern Evaluation Method – Pattern Mining in Multilevel, Multi-Dimensional Space – Constraint Based Frequent Pattern Mining, Classification using Frequent Patterns.	11
	4.	Classification and Clustering Decision Tree Induction - Bayesian Classification – Rule Based Classification – Classification by Back Propagation – Support Vector Machines — Lazy Learners – Model Evaluation and Selection-Techniques to improve Classification Accuracy. Clustering Techniques – Cluster Analysis-Partitioning Methods - Hierarchical Methods – Density Based Methods - Grid Based Methods – Evaluation of clustering – Clustering high dimensional data- Clustering with constraints, Outlier analysis-outlier detection methods.	14

	5.	Weka Tool Datasets – Introduction, Auto imports database - Introduction to WEKA, The Explorer – Getting started, Exploring the explorer, Learning algorithms, Clustering algorithms, Association–rule learners.	11
		Total Hours	60
TEXT BOOK	1. Jiawei Han and Micheline Kamber, Data Mining Concepts and Techniques, Elsevier.		
REFERENCE BOOK/ SUGGESTED READING	1. Alex Berson and Stephen J.Smith, Data Warehousing, Data Mining & OLAP, Tata McGraw – Hill . 2. K.P. Soman, Shyam Diwakar and V. Ajay, —Insight into Data Mining Theory and Practicel, Eastern Economy Edition, Prentice Hall of India. 3. Ian H.Witten and Eibe Frank, —Data Mining: Practical Machine Learning Tools and Techniques, Elsevier,		

Course: PYTHON FOR MANAGERS			Semester: VI/VII
Course Code: IT 08 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To introduce the concept of python programming and to apply this programming concept in business perspective.		
COURSE OUTCOMES	Upon completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Demonstrate a clear understanding of the concepts related to programming for analytics. 2. Describe the basic concept and structure of analytics programming. 3. Apply and integrate their conceptual understanding to solving issues pertaining to analytics in the real-world business situations. 4. Learn the basics of Python with hands-on exercises and get a better understanding of open-source software. 5. Understand how Python can help employees become more productive. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Python Fundamentals Review Evolution and Purpose of Python, Understanding Development Environment, types of variables, data structure, data types, and various logical and mathematical operations, Operators in Python.	12
	2.	Control Structure and Loops Understanding Conditional Statements, if Statements, else and nested if else Statements, Logic Structures, Loops: for, while and functions in Python	12
	3.	Different types of data structure in python A brief introduction to data structure, Different types of data structure, Lists in Python, Concept of Dictionaries, Data frame in python.	12
	4.	Library and packages in python Understanding the concept of Standard Libraries, using different types of packages in python, Using NumPy package in python, using pandas package in python, Using matplotlib package in python.	12
	5.	Data analysis and Visualization using Python: Import excel file and analyze its data, import csv file and analyse its data, data visualization, charts, for, charts attributes, regression analysis.	12
		Total Hours	60
TEXT BOOK	<ol style="list-style-type: none"> 1. Martin C. Brown, Python: The complete Reference Paperback. 2. P. Deitel, H. Deitel; Intro to Python for Computer Science and Data Science; Pearson. 		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Mattan Griffel, Daniel Guetta,; Python for MBAs, Columbia Business School Publishing 2. Prithwis Mukerjee, Python for Business Managers, Praxis Press.
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