



SHRI MATA VAISHNO DEVI UNIVERSITY

School of Business

Sub Post office-182320, Jammu & Kashmir
(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/25/91

Date: 24.02.2025

Minutes of 20th Meeting of Board of Studies of School of Business

A meeting of the Board of Studies (BoS) of the School of Business (SoB), Faculty of Management, SMVD University (Katra, J&K) held on 20-02-2025 (Thursday) at 11:00 AM onwards in the Conference Room of School of Business. The following members of BoS were present in the meeting.

- | | |
|---|--------------------|
| 1. Dr. Ashutosh Vashishtha, Professor – SoB, Dean – FoM | - Member |
| 2. Dr. Jyoti Sharma, Professor, SoB & Head - SoB | - Chairperson |
| 3. Dr. Supran Kumar Sharma, Professor – SoB | - Member |
| 4. Dr. Sushil Kumar Mehta, Associate Professor - SoB | - Member |
| 5. Dr. Arti Maini, Assistant Professor – SoB | - Member |
| 6. Dr. Syeda Shazia Bukhari, Assistant Professor - SoB | - Member |
| 7. Dr. Deepak Jain, Assistant Professor - SoB | - Member Secretary |

Dr. Sarabjot Singh (Assistant Professor – Contractual) and Dr. Divya Singh Jamwal (Assistant Professor – Contractual) were also present in the meeting.

Prof. Kriti Bardhan Gupta (Center of Food and Agribusiness Management, IIM Lucknow) (External Expert) joined the meeting in an online mode through google meet link.

Dr. Hari Govind Mishra (Associate Professor, SoB) & Dr. Sanjay Kumar Mishra (Assistant Professor, SoB) did not attend the meeting. Dr. Rashi Taggar, Assistant Professor was on Sick Leave.

Mr. Arun Gupta (General Manager, Siemens) (External Expert) could not join the meeting due to his other engagements.

Chairperson, Prof. Jyoti Sharma welcomed the members and external expert of the Board of Studies of School of Business (SoB) and requested the member secretary to present the agenda of meeting for deliberations/suggestions/recommendations.

Dr. Deepak Jain, Member Secretary presented the agenda of Meeting and invited suggestions / recommendations over the following agenda items are:

Agenda 1: Course Structure and Course Contents for Executive MBA 2025

The School of Business, Faculty of Management has proposed for introduction of new program of MBA-Executive from the session 2025 and onwards having Multiple Entry and Exit options. The program is proposed to be a total of 86 Credits and aim to be offered in Blended / Hybrid mode with maximum intake of 20 students. The admission will be conducted on the basis of



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Merit of Graduation Marks (Graduation in any stream or equivalent) (carrying Weightage of 85%) along with Group Discussion & Personal Interview (carrying Weightage of 15%).

The student will be awarded Executive Certificate in Management, if he/she has earned 22 credits after the successful completion of 1st Semester of MBA- Executive Program. Besides, Post Graduate Certificate in Management shall be awarded if student has earned 44 credits after successful completion of 1st Year of Two-Year MBA-Executive Program.

The course structure along with course contents were presented and deliberations were made on the same. Emphasizing the relevance of equipping skills with respect to market research, Prof. Kriti Bardhan Gupta suggested for the replacement of 'International Marketing Practices' with 'Consumer Behaviour and Marketing Research' which was proposed to be offered as one of the electives courses under 'Marketing' Specialization. The house deliberated on it and unanimously agreed over it.

As a whole, Prof. Kriti Bardhan Gupta showed his agreement towards the structure, contents, eligibility and admission criteria of MBA-Executive program and appreciated the multiple entry and exit option provided in MBA-Executive program.

The discussion on suggestions received via email from Mr. Arun Gupta, General Manager, Simens and one of the members of BoS, SoB were also made. Many of the suggestions including introduction of contents/courses relating to Business Analytics, Technology and Innovation management, Sustainable Finance, Sustainable HR, Industrial Project for practical exposure were agreed upon by the house and recommended to be incorporated these in the initial phase of MBA- Executive program. It was recommended that more revisions in contents/ introduction of courses will be made keeping into consideration the feasibility and requirements and the inputs provided by industry experts.

Detailed Program Structure and Contents recommended by the Board of Studies; SoB are attached herewith as Annexure 1.

Agenda 2: Course Structure and Course Contents for Two-Year MBA 2025

The course structure of existing Two-Year MBA program was presented and suggestions were invited regarding revisions made in the course structure for MBA aspirants 2025 batch and onwards.

The proposal was made to revise the LTP of courses of MBA program from 3-0-0 to 3-1-0. The deliberations were made on it and it was unanimously agreed as it will make MBA program structure in alignment with NEP guidelines too. Moreover, in view of feedback received from alumni regarding the rationalization of number of core courses, it was proposed to reduce the existing '13 number of Department specific Core Courses' to '11 number of Department specific



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Core Courses'. In lieu of it, the total number of credits for Department Specific Core courses for Two-Year MBA program has increased to 44 credits instead of earlier 39 credits.

It was proposed to reduce the existing '9 number of Ability Enhancement Courses' to '7 number of Ability Enhancement Courses'. However, in alignment of LTP of department specific core courses, credits of each of these courses are also increased from existing 3 Credits to 4 Credits thus, making a total of 28 credits for 'Ability Enhancement Courses' in place of 27 credits.

It was proposed to change the Nomenclature of elective courses under each specialization from 'Discipline Special Electives' and 'Choice Based Credits System' to 'Department Elective Courses (Choice Based Credits System Discipline Elective)'. Earlier the students were offered 4 Discipline Special Elective (Specialization Courses) and 2 Choice Based Credits System Discipline Special Elective (Specialization Courses). Now it is proposed to call these courses as 'Department Elective Courses (Choice Based Credits System Discipline Elective)'. However, the credits of these courses offered under each specialization were increased from existing 3 Credits to 4 Credits thereby making a total of 24 credits rather than 21 credits.

The course 'Business Communication' was proposed for deletion in order to rationalize the number of courses offered in 1st year of Two-Year MBA program. On the same lines, Prof. Kirti suggested that in place of "Business Communication" course 1-2 workshops in each semester on communication may be scheduled for the improvement of communication skills among the management students. Another course 'Statistical Methods for Management Decisions' was proposed to be replaced with 'Statistical Methods for Decision Making' incorporating updated contents in the new course. The house agreed upon the same.

The new course entitled 'Financial and Management Accounting' having contents of financial and management accounting both was proposed to be offered in 2nd semester of MBA program in place of the two courses i.e. 'Corporate Financial Reporting and Decision Making' and Managerial Accounting and Decision Making'

One Ability Enhancement 'Online Course' was proposed to be shifted from semester 2 to semester 1 of MBA program to match the schedule of registration of courses with Swayam / NPTEL.

The course 'Digital and Social Media Marketing' was proposed to be included as one of the elective courses under marketing specialization in semester 4 of Two-Year MBA program.

The course 'Research Methodology Applications with SPSS' was proposed to be replaced with new course 'Research Methods with SPSS and MS-Excel' in order to increase the scope to learn research-based methods with SPSS and MS-Excel together.

The course 'Leadership and Team Management' was proposed to be shifted from semester 3 to semester 4 in lieu of the course 'Corporate Governance' offered in semester 4 of MBA program.



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However, considering the relevance of the nature of course 'Corporate Governance', a new course was introduced in semester I as 'Contemporary Environment for Managers' in place of 'Economic Environment for Managers' having the contents of both economic environment and corporate governance.

It was also proposed to reduce down the credits of Viva Voce from 2 Credit to 1 credit conducted in semester I and semester II.

It was also proposed to reduce the credits of skills enhancement course 'Summer Training' from 6 Credits to 3 Credits.

The criteria to become eligible for submission of 'Course of Independent Study' report is to be read as: every student must have '1 Publication in Journal / Presentation in Conference/Seminar'. It is mandatory for all the students to furnish the certificate of presentation in conference / seminar/ 1 publication in journal with report.

The Board members agreed with the proposed changes in course structure to simplify the process and remove any anomalies with the examination section of SMVDU.

Detailed Program Structure and Contents recommended by Board of Studies SoB are attached herewith as Annexure 2.

Agenda 3: Ratification of Course structure and Course Contents for Five-year integrated BBA-MBA Batch-2023 per NEP 2020

The course structure along with course contents for 2nd year of Five-year integrated BBA-MBA program batch 2023 was presented for ratification.

The courses 'Basics of Business Research', 'Essentials of Operations Research' were proposed to be introduced in place of 'Integrated Logistics Marketing', 'Applied Business Statistics' offered in semester 3 in case of Five-Year Integrated BBA-MBA course structure for batch 2023. Another course entitled 'Introduction to Logistics Management' was proposed for inclusion as additional course to be offered as 'Minor or Discipline Specific Elective (DSE3)' in semester 3 itself.

Similarly, the course 'Advances in Economic Environment of Business' proposed to replace 'Sustainable Business Practices' in semester 4 of Five-Year Integrated BBA-MBA batch 2023 Course Structure. It was also proposed by the Board of Studies to rename the course titled 'Foundation Course in Research Methodology' as 'Research Methodology' offered in semester 8th of Five-Year Integrated BBA-MBA batch 2023 and for batch 2024 & onwards in case of Four Year Under Graduate Program (FYUG) in Business Administration offered in 4th year.



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Board members agreed with the changes in course structure for Four Year Under Graduate Program in Business Administration for batch 2024. Detailed Program Structure and Contents recommended by the Board of Studies; SoB are attached herewith as Annexure 4.


Any other Item

• **Discussion on Feedback received from Alumni**

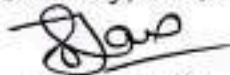
A few of the alumni have made suggestions to increase the number of specializations, such as, energy management, hospitality management, etc. The house deliberated on this and decided to broaden the basket of specializations more in future. Further, suggestion was also received to include certain certifications as part of course evaluation process wherever it is possible. The house was appraised that in case of some of the elective courses' students are encouraged to enroll for certification course for that specific course. It was resolved that in whichever course possible, the students will be encouraged to enroll for certificate courses under component of assignment/project.

Chairperson conveyed vote of thanks to external members on behalf of all faculty members of SoB. Prof. Kriti Bardhan Gupta appreciated the initiatives taken by School of Business for student development and upliftment.

The meeting ends with vote of thanks to the chair.


24/2/2025

Dr. Deepak Jain,
Member Secretary, BoS, SoB



Prof. Jyoti Sharma
Head, SoB & Chairperson, BoS

Copy to:

1. Dean, FoM
2. Dean, Academic Affairs for information.
3. Registrar, SMVDU for information.
4. PS to VC, SMVDU for information to HVC.
5. Members of BoS of SoB.
6. Office File.

Executive MBA Program (2025 onwards)
86 Credits

- 4 Ability Enhancement Courses of 4 Credits = 16 Credits
- 8 Department Core Courses of 4 Credits each = 32 Credits
- 4 Department Elective Courses (Choice Based Credits System Discipline Elective) of 4 Credits = 16 Credits
Choose any 1 Specialization out of 4 Specializations; and choose any 4 courses from the list.
- 2 Value Addition Courses of 2 Credits = 4 Credits
- 1 Value Addition Course (Comprehensive Viva-voce) of 3 Credits
- 1 Project, Internship, Seminar, Colloquium
- Industrial Project / Industry Internship of 15 Credits
- Evaluation will be carried out in 3-Phases:
Phase-I: 20% of marks evaluated by the panel of faculty members after completion of 01 month.
Phase-II: 30% of marks evaluated by the panel as Mid Term Evaluation.
Phase-III: 50% of marks evaluated by the External Experts on Final Report submitted and Presentation.

Exit Options

- Executive Certificate in Management will be awarded after successful completion of 1st Semester of Executive MBA Program with 22 Credits
- Post Graduate Certificate in Management will be awarded after successful completion of 1st Year of Executive MBA Program with 44 Credits

COURSE STRUCTURE
Executive MBA Program

Semester-I 22 Credits		Credits (L-T-P)	Remarks
Ability Enhancement Course	Quantitative Analysis for Managerial Decisions	4 Credits (3-0-2)	BUMAE601
Departmental Core Course	Organizational Behavior and Management Practices	4 Credits (3-0-2)	BUMDC601
Departmental Core Course	Essentials of Accounting	4 Credits (3-0-2)	BUMDC603
Departmental Core Course	Advances in Marketing Management	4 Credits (3-0-2)	BUMDC605
Departmental Core Course	Advances in Managerial Economics	4 Credits (3-0-2)	BUMDC607
Value Addition Courses	Indian Ethos and Business Ethics	2 Credits (1-0-2)	BUMVA601
Semester-II 22 Credits			
Ability Enhancement Course	Regulatory Environment of Business	4 Credits (3-0-2)	BUMAE602
Departmental Core Course	Human Resource Management	4 Credits (3-0-2)	BUMDC602
Departmental Core Course	Supply Chain Operations	4 Credits (3-0-2)	BUMDC604
Departmental Core Course	Financial Management for Decision Making	4 Credits (3-0-2)	BUMDC606
Departmental Core Course	Strategic Management and Competitive Advantage	4 Credits (3-0-2)	BUMDC608
Value Addition Courses	Indian Knowledge System	2 Credits (1-0-2)	BUMVA602
Semester III 23 Credits			
Ability Enhancement Course	Project Management Practices	4 Credits (3-0-2)	BUMAE701
	Comprehensive Viva-Voce	3 Credits	BUCVA701
Department Elective Courses			
Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 1 st Paper	4 Credits (3-0-2)	
Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 2 nd Paper	4 Credits (3-0-2)	
Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 3 rd Paper	4 Credits (3-0-2)	


 (Dr. Deepak Singh)

Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 4 th Paper	4 Credits (3-0-2)	
Semester-IV 19 Credits			
Ability Enhancement Course	Start-up and Entrepreneurship	4 Credits (3-0-2)	BUMAE702
Project, Internship, Seminar, Colloquium	Industrial Project / Industry Internship	15 Credits	BUDPR702 / BUIPR702

**Department Elective Courses
(Choice Based Credits System Discipline Elective)**

Marketing	Course Code	Finance	Course Code
Advertising and Brand Management	BUMDE701	Portfolio Management	BULDE725
Rural Marketing and Market Infrastructure	BUMDE703	Managing Risk through Financial Derivatives	BULDE727
Business Operations in Retailing	BUMDE705	Financial Markets and Institutions in India	BULDE729
Consumer Behaviour and Marketing Research	BUMDE707	International Financial Management	BULDE731
Marketing Analytics and Applications	BUMDE709	Financial Analytics and Applications	BULDE733
Advances in Digital Marketing	BUMDE711	Advances in Sustainable Finance	BULDE735
Human Resource	Course Code	Business Policy and Strategy	Course Code
Performance Management Systems	BUMDE713	Strategy and Innovation	BULDE737
Talent Acquisition and Management	BUMDE715	Mergers and Acquisitions	BULDE739
Global HR Practices	BUMDE717	Strategic Entrepreneurship	BULDE741
Human Resource Metrics and Analytics	BUMDE719	Corporate Governance and Practices	BULDE743
Sustainable Human Resource Management Practices	BUMDE721	Creating Strategic Alliances	BULDE745
Managing Employee Relations	BUMDE723	Technology Management and Innovation	BULDE747

Fees Structure

Tuition Fee	Rs. 60,000/Semester
Number of Seats	20
Mode of Teaching	Blended/ Hybrid Mode
Maximum Duration for MBA-Executive Program	5 Years

Admission Process

Eligibility: Graduate in any stream with minimum of 50%

Minimum of 2 Years of **Work Experience/ Self-Employed/ Industry Experience.**

Admission will be based on

Merit of Graduation Marks (Weightage of 85%)

Group Discussion & Personal Interview (Weightage of 15%).


(Dr. Dabhi T.A.)

MBA Program (2025 and onwards)

Existing 99 Credits	Revised 106 Credits
13 Department Core Courses of 3 Credits each = 39 Credits	11 Department Core Courses of 4 Credits each = 44 Credits
9 Ability Enhancement Courses of 3 Credits each = 27 Credits	7 Ability Enhancement Courses of 4 Credits each = 28 Credits
1 Ability Enhancement (Online Course) of 2 Credits = 2 Credits	1 Ability Enhancement (Online Course) of 2 Credits = 2 Credits
4 Discipline Special Elective (Specialization Courses) of 3 Credits each = 12 Credits	6 Department Elective Courses (Choice Based Credits System Discipline Elective) of 4 Credits = 24 Credits
2 Choice Based Credits System Discipline Special Elective (Specialization Courses) of 3 Credits each = 6 Credits	
2 Viva Voce of 2 Credits each = 4 Credits	2 Value Addition Courses (Viva Voce) of 1 Credits each = 2 Credits
2 Skills Enhancement Courses 1 Course of Independent Study of 3 Credits 1 Summer Training of 6 Credits	2 Skills Enhancement Courses 1 Course of Independent Study of 3 Credits 1 Summer Training of 3 Credits
Summer Training (T) Summer Training for 6-7 weeks that carries 6 Credits. 100% Evaluated through panel of faculty members.	Summer Training (T) Summer Training for 6-7 weeks that carries 6 Credits. 100% Evaluated through panel of faculty members.
Practical's (P) Students are trained on usage of different software's as part or as compulsory module during complete program.	Practical's (P) Students are trained on usage of different software's as part or as compulsory module during complete program.
Course of Independent Study (D) 10% of marks evaluated by panel as Mid Term Evaluation *1 Publication in Journal / Presentation in Conference/Seminar is mandatory 30% of marks evaluated by faculty supervisor 60% of marks evaluated by panel on Final Report submitted and Presentation	Course of Independent Study (D) 10% of marks evaluated by panel as Mid Term Evaluation *1 Publication in Journal / Presentation in Conference/Seminar is mandatory 30% of marks evaluated by faculty supervisor 60% of marks evaluated by panel on Final Report submitted and Presentation

**COURSE STRUCTURE
MBA Program**

Semester- I 27Credits	Old	Revised		Remarks
Ability Enhancement Courses	Business Communication	Course Discontinued	3 Credits (3-0-0)	
Ability Enhancement Courses	Statistical Methods for Management Decisions	Statistical Methods for Decision Making	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4 with updated Course Title
Ability Enhancement Courses	Corporate Financial Reporting and Decision Making	Financial and Management Accounting	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4 with updated Course Title
Department Core Course	Managerial Economics	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Core Course	Marketing Management	No Change	3 Credits (3-0-0)	Change in Credits from 3 to 4

[Signature]

(Dr. D. K. Singh)

			4 Credits (3-1-0)	
Department Core Course	Organization Behavior	Organizational Behaviour	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4 with updated Course Title
Department Core Course	Economic Environment for Managers	Contemporary Environment for Managers	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4 with updated Course Title 1 Unit related to Corporate Governance got Added
Value Addition Course	Viva Voce	No Change	2 Credits 1 Credits	Change in Credits from 2 to 1
Ability Enhancement Courses	Online Course	No Change	2 Credits	Shifted from 2nd to 1st Semester
Semester-II 25 Credits				
Ability Enhancement Courses	Research Methodology Applications with SPSS	Research Methods with SPSS and MS-Excel	3 Credits (1-0-4) 4 Credits (3-0-2)	Change in Credits from 3 to 4 with updated Course Title
Ability Enhancement Courses	Marketing Decision Making	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Ability Enhancement Courses	Managerial Accounting and Decision Making	No Change	3 Credits (3-0-0)	Course Discontinued
Ability Enhancement Courses	Decision Models and Optimization	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Core Course	Management of Organizations	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Core Course	Digital and Social Media Marketing	No Change	3 Credits (3-0-0)	Shifted to Specialization in Semester 4
Department Core Course	Corporate Finance	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Core Course	Supply Chain Management	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Value Addition Course	Viva Voce	No Change	2 Credits 1 Credits	Change in Credits from 2 to 1
Semester III				

0

27 Credits				
Ability Enhancement Courses	Artificial Intelligence and Machine Learning for Managers	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Ability Enhancement Courses	Project Planning, Appraisal and Management	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Core Course	Strategic Management	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 1 st Paper		3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 2 nd Paper		3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 3 rd Paper		3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Skill Enhancement Courses	Summer Training		6 Credits 3 Credits	Change in Credits from 3 to 4
Semester-IV 27 Credits				
Department Core Course Ability Enhancement Courses	Entrepreneurship	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4 Nature of the course is also changed
Department Core Course	Leadership and Team Management	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4 Shifted from 3 rd Semester to 4 th Semester
Department Core Course	Business Laws	No Change	3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 4 th Paper		3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 5 th Paper		3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4
Department Elective Courses (Choice Based Credits System Discipline Elective)	----- To be chosen from list----- Elective 6 th Paper		3 Credits (3-0-0) 4 Credits (3-1-0)	Change in Credits from 3 to 4

Skill Enhancement Courses	Course of Independent Study (ID)	No Change	3 Credits	
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Department Elective Courses
(Choice Based Credits System Discipline Elective)

Marketing		Human Resource	
Semester 9	Remarks	Semester 9	Remarks
Consumer Behaviour		Understanding Workplaces and Industrial Psychology	
Marketing Strategy		Power and Politics in Organizations	
Product and Brand Management		Negotiation Skills	
Integrated Marketing Communication	Delete the course	Organization Change and Intervention Strategies	
Digital and Social Media Marketing	Shifted from Semester 2		
Semester 10		Semester 10	
Retail Marketing		Performance and Talent Management	
Marketing of Services		Strategic Human Resource Management	
Rural Marketing		Competency Mapping and Assessment	
Social Marketing	Course Discontinued	Cross-Cultural HRM	
Advances in Tourism Marketing	New Course title is introduced		

Finance	
Semester 9	Remarks
Behavioral Finance	
Security Analysis and Portfolio Management	
Global Macro Economy and Financial Crisis	Discontinued
Sustainable Finance	New Course Introduced
Forensic Audit and Fraud Investigation	
Semester 10	
Strategic Corporate Finance	
Business Valuation, Mergers and Acquisitions	
International Financial Management	
Financial Derivatives and Risk Management	

Note: Subject to Minimum Number of Students Opting the Elective Course and Availability of Faculty


(Dr. Deepa T.)

**Bachelor of Business Administration (Honors) / Bachelor of Business Administration (Honors with Research)
from 2024 onwards**

First 2 years (four semesters) of the undergraduate programme, followed by an exit 4-credit Vocational Course(s) / Job-Specific Internship that would help the graduates acquire job-ready competences required to enter the workforce, applicable from 2024 Batch and onwards.

Duration **4 Years**
Total Credits **160**

Bachelor of Business Administration (Honors)

- 23 Discipline Specific Core (DSC) Courses of 4 credits each = 92 credits
- 8 Discipline Specific Elective (DSE) Courses of 4 credits each = 32 credits
 - *12 credits in same discipline will be eligible for the award of Minor in that discipline.
- 3 Multi-disciplinary (MD) Courses of 4 credits each = 12 credits
- 3 Ability Enhancement Courses (AEC) of 2 credits each = 6 credits
- 4 Skill Enhancement Courses (SEC) of 2 credits each = 8 credits
- 4 Value Added Courses (VAC) of 2 credits each = 8 credits
- 1 Summer Internship = 2 credits

Bachelor of Business Administration (Honors with Research)

- 20 Discipline Specific Core (DSC) Courses of 4 credits each = 80 credits
- 8 Discipline Specific Elective (DSE) Courses of 4 credits each = 32 credits
 - *12 credits in same discipline will be eligible for the award of Minor in that discipline.
- 3 Multi-disciplinary (MD) Courses of 4 credits each = 12 credits
- 3 Ability Enhancement Courses (AEC) of 2 credits each = 6 credits
- 4 Skill Enhancement Courses (SEC) of 2 credits each = 8 credits
- 4 Value Added Courses (VAC) of 2 credits each = 8 credits
- 1 Summer Internship = 2 credits
- 1 Research Project / Dissertation = 12 credits

Dissertation (D) 10% of marks evaluated by panel as Mid Term Evaluation
30% of marks evaluated by faculty supervisor
60% of marks evaluated by panel on Final Report submitted and Presentation

* Courses from Allied Schools (School of Economics, School of Languages and Literature, School of Computer Science)


(Dr. Deepa M)

Undergraduate Certificate in Business Administration (after 1 Year: 40 Credits)
1st Year

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-I			
Major or Discipline Specific Core (DSC1)	Fundamentals of Management	4 Credits (3-1-0)	BULMD103
Minor or Discipline Specific Elective (DSE1) / Courses from Allied Schools	Entrepreneurship & Marketing	4 Credits (3-1-0)	BULMI103
Multi-disciplinary (MD) (Open Elective) (MD1)	Management Practices	4 Credits (3-1-0)	BULMU103
Ability Enhancement Courses (AEC) (Any 1) (AEC1)	Courses Offered from Other Schools	2 Credits (2-0-0)	Code from Other Respective Schools
Skill Enhancement Courses (Any 1) (SEC1)	Presentation Skills Modern Office Management	2 Credits (2-0-0)	BULSE101 BULSE103
Value Added Courses (Any 2) (VAC1) & (VAC2)	Courses Offered from Other Schools	2 Credits (2-0-0)	Code from Other Respective Schools

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-II			
Major or Discipline Specific Core (DSC2)	Introduction to Organizational Behavior	4 Credits (3-1-0)	BULMD104
Minor or Discipline Specific Elective (DSE2) / Courses from Allied Schools	Basics of Business Environment	4 Credits (3-1-0)	BULMI104
Multi-disciplinary (MD) (Open Elective) (MD2)	Business Ethics & Social Responsibility	4 Credits (3-1-0)	BULMU104
Ability Enhancement Courses (AEC) (Any 1) (AEC2)	Courses Offered from Other Schools	2 Credits (2-0-0)	Code from Other Respective Schools
Skill Enhancement Courses (Any 1) (SEC2)	Personality Building Financial Literacy and Banking Social Media Etiquette	2 Credits (2-0-0)	BULSE102 BULSE104 BULSE106
Value Added Courses (Any 2) (VAC3) & (VAC4)	Courses Offered from Other Schools	2 Credits (2-0-0)	Code from Other Respective Schools

Below mentioned vocational courses as a part of 4-credit bridge course / internship to be opted by the student if he/she opts for exit option after the 1st year.

Semester & Nature of Course	Credits
Vocational Courses	
Vocational Course (Any 1 from the list-1) / Internship of 4-5 Weeks duration	4 Credits

List - 1

Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Vocational Course	Content Writing	4 Credits (3-0-2)	BUMVO101
Vocational Course	Data Visualization with MS-Excel	4 Credits (3-0-2)	BUMVO102

2
(As per T.)

Undergraduate Diploma in Business Administration (after 2 Years: 80 Credits)
2nd Year

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-III			
Major or Discipline Specific Core (DSC3)	Financial Accounting for Decision Making	4 Credits (3-1-0)	BULMD201
Major or Discipline Specific Core (DSC4)	<u>Applied Mathematics and Statistics</u>	4 Credits (3-1-0)	BULMD205
Minor or Discipline Specific Elective (DSE3) / Courses from Allied Schools	To be Chosen from List	4 Credits	
Multi-disciplinary (MD) (Open Elective) (MD3)	<u>Macro-Economic Environment of Business</u>	4 Credits (3-1-0)	BULMU203
Ability Enhancement Courses (AEC) (Any 1) (AEC3)	Courses Offered from Other Schools	2 Credits (2-0-0)	Code from Other Respective Schools
Skill Enhancement Courses (Any 1) (SEC3)	Principles of Sales Management	2 Credits (2-0-0)	BULSE201
	Trading in Indian Stock Market	2 Credits (2-0-0)	BULSE203
	Public Speaking	2 Credits (1-1-0)	BULSE205

Minor or Discipline Specific Elective (DSE3)	Name of Course	Credit (L-T-P)	Course Code
	Introduction to Human Resource Management	4 Credits (3-1-0)	BULMI201
	Software Packages – I (R Programming)	4 Credits (3-0-2)	BUMMI201
	Environmental Studies	4 Credits (3-1-0)	BULMI203
	<u>Introduction to Logistics Management</u>	4 Credits (3-1-0)	BULMI205

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-IV			
Major or Discipline Specific Core (DSC5)	Production and Operations Management	4 Credits (3-1-0)	BULMD202
Major or Discipline Specific Core (DSC6)	Introduction to Financial Management	4 Credits (3-1-0)	BULMD204
Major or Discipline Specific Core (DSC7)	Entrepreneurship Management	4 Credits (3-0-2)	BUMMD202
Major or Discipline Specific Core (DSC8)	<u>Essentials of Business Economics</u>	4 Credits (3-1-0)	BULMD208
Minor or Discipline Specific Elective (DSE4) / Courses from Allied Schools	To be Chosen from List	4 Credits	

Minor or Discipline Specific Elective (DSE4)	Name of Course	Credit (L-T-P)	Course Code
	Tourism and Hospitality Marketing	4 Credits (3-1-0)	BULMI202
	Industrial Psychology	4 Credits (3-0-2)	BUMMI202
	Software Packages – II (Python)	4 Credits (3-0-2)	BUMMI204

Below mentioned vocational courses as a part of 4-credit bridge course / internship to be opted by the student if he/she opts for exit option after the 2nd year.

Semester & Nature of Course	Credits
Vocational Courses	
Vocational Course (Any 1 from the List-2) / Internship of 4-5 Weeks duration	4 Credits

List – 2

Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Vocational Course	Yoga for Holistic Development	4 Credits (3-1-0)	BULVO201
Vocational Course	Financial Modeling with Excel	4 Credits (3-1-0)	BULVO202
Vocational Course	Digital Hygiene	4 Credits (3-1-0)	BULVO203

Dr. Deepika P.

Bachelor of Business Administration (after 3 Years: 120 Credits)
3rd Year

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester V			
Major or Discipline Specific Core (DSC9)	International Business Management	4 Credits (3-1-0)	BULMD101
Major or Discipline Specific Core (DSC10)	External of Business Analytics	4 Credits (3-0-2)	BULMD101
Major or Discipline Specific Core (DSC11)	Banking and Insurance Management	4 Credits (3-1-0)	BULMD103
Minor or Discipline Specific Elective (DSE5)/ Courses from Allied Schools	To be Chosen from List	4 Credits	
Skill Enhancement Courses (Any 1) (SEC4)	Digital Literacy Design Thinking Creative Thinking	2 Credits (2-0-0) 2 Credits (2-0-0) 2 Credits (2-0-0)	BULSEC01 BULSEC03 BULSEC05
Internship (IAPC1)	Duration 4-6 Weeks	2 Credits	BULIPR101

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester VI			
Major or Discipline Specific Core (DSC12)	Resilience Building	4 Credits (3-1-0)	BULMD102
Major or Discipline Specific Core (DSC13)	Business Ethics and Values	4 Credits (3-1-0)	BULMD104
Major or Discipline Specific Core (DSC14)	Advanced Financial Management	4 Credits (3-1-0)	BULMD106
Major or Discipline Specific Core (DSC15)	Management Information System	4 Credits (3-1-0)	BULMD108
Minor or Discipline Specific Elective (DSE6)/ Courses from Allied Schools	To be Chosen from List	4 Credits	

Discipline Special Elective (DSE)

Marketing			HR			Finance		
Semester V	Credit (L-T-P)	Course Code	Semester V	Credit (L-T-P)	Course Code	Semester V	Credit (L-T-P)	Course Code
Industrial Marketing	4 Credits (3-1-0)	BULMD101	Compensation and Benefits	4 Credits (3-1-0)	BULMI107	Emerging Frontiers in Finance	4 Credits (3-1-0)	BULMD113
Tourism Marketing	4 Credits (3-1-0)	BULMD103	Sustainable HRM	4 Credits (3-1-0)	BULMI109	Financial Institutions and Markets	4 Credits (3-1-0)	BULMD115
Advertising and Public Relations	4 Credits (3-1-0)	BULMD105	Knowledge Management	4 Credits (3-1-0)	BULMI111	Investment Management	4 Credits (3-1-0)	BULMD117
Semester VI	Credit (L-T-P)	Course Code	Semester VI	Credit (L-T-P)	Course Code	Semester VI	Credit (L-T-P)	Course Code
Principles of Retail Management	4 Credits (3-1-0)	BULMD102	Training and Development	4 Credits (3-0-2)	BULMI102	Financial Derivatives	4 Credits (3-1-0)	BULMD112
International Marketing	4 Credits (3-1-0)	BULMD104	Emerging Issues in HR	4 Credits (3-1-0)	BULMI108	Financial Statement Analysis	4 Credits (3-1-0)	BULMD114
Digital Marketing	4 Credits (3-1-0)	BULMD106	Employee Engagement	4 Credits (3-1-0)	BULMI110	Fundamentals of International Finance	4 Credits (3-1-0)	BULMD116

Dr.
18 Dec 2024

















BUMAE601	Quantitative Analysis for	Pre-Requisites	
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			Managerial Decisions							
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: To elucidate advance mathematical and statistical concepts in the applied form with real time problems of business world.

CLO2: Based on the acquired knowledge, to interpret the meaning of the estimated quantitative parameters/ independently for effective policy formulation.

CLO3: To apply different measuring and relevant tools/ methods for data cases & real time business problems, compute and analyze the results of different estimations/models

CLO4: To apply knowledge to solve simple tasks using computer and be able to perform basic statistical modeling using computer software

COURSE CONTENTS

UNIT I (10 Contact Hours) Quantitative Decision Making-An Overview, Functions and Programmes, Basic calculus and Applications, Matrix algebra and applications

UNIT II (13 Contact Hours) Collection of Data, Presentation of Data, Measures of Central tendency, Measures of variation and

Skewness. UNIT III (13 Contact Hours) Basic Concepts of probability, discrete probability Distributions, Continuous Probability Distribution, decision Theory UNIT IV (10 Contact Hours) Sampling methods, sampling Distribution, Testing of Hypothesis, Chi Square Testing. Forecasting Methods: Business Forecasting, Correlation, Regression, Time Square Analysis.

UNIT V (10 Contact Hours) Decision Science- concepts and tools. Assignment Problem, Transportation problem, Linear Programming and Game Theory

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Gupta S.P. and Gupta M. P., Business Statistics, Sultan Chand.
- Levin Richard I & Rubin David, Statistics for Management, Prentice Hall of India.
- Narag A .S., Linear Programming and Decision-Making, Sultan Chand & Sons.
- Stephen K.C., Harper and Row, Applied Business Statistics- Text Problems & Cases.
- Chadha N.K., Statistics for Behavioral and Social Sciences, Reliance
- Publishing House.
- Kazmior L.J and Phol N.F., Basic Statistics for Business & Economics,
- McGraw Hill.
- Sharma, J.K., Fundamentals of Operations Research, MacMilan.
- Tery Sineich, Collier, Business Statistics by Examples, MacMilan.

BUMDC601			Organizational Behavior and Management Practices			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Understand behavior of the individuals at individual including attitudes, learning, personality, perception, and motivational theories.

CLO2: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CLO3: Understand the organizational system, including organizational structures, culture, and change

CLO4: Understand management functions, leadership and decision making

COURSE CONTENTS

UNIT I (10 Contact Hours) Management: Nature & Functions; Development of management thoughts; Planning, Organizing,

Staffing, Directing, And Controlling; Coordination and Cooperation, Techniques for effective coordination.
 UNIT II (13 Contact Hours) Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid. Decision making: Concept, Nature, Importance, and Process. Types of decisions, Problems in decision making. UNIT III (13 Contact Hours) Challenges and Opportunities for OB, OB Model; Foundations of Individual Behaviour: Learning, Attitudes, Personality, Perception, Emotional Intelligence, Motivation Theories and Applications.
 UNIT IV (10 Contact Hours) Foundations of Group Behaviour: Group Development; Group Behaviour; Sociometry; Conflict management. UNIT V (10 Contact Hours) Transactional analysis; Johari Window; Organization as a system: Organizational Change; Organizational Culture; Organizational Development; Stress management.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, Pearson
- Robbins, Judge, Sanghi, Organizational Behaviour, Pearson
- Greenberg et al, Managing Organizational Behaviour, Phi
- Fred Luthans, Organisational Behaviour, TMH

BUMDC603			Essentials of Accounting			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Apply the concept of accounting cycle for preparation of financial statements.

CLO2: Analyze the key elements of the financial statements like revenue, inventories, long lived assets and accounts receivables.

CLO3: Analyze the financial statements to assess the financial health of the business.

CLO4: Assess the impact of changes in the accounting policies on the financial health of business.

COURSE CONTENTS

UNIT I (10 Contact Hours) Nature and scope of accounting; Accounting & Economics; Accounting Terminology & Basic Accounting Equation; Basic idea of double entry, book-keeping;

UNIT II (13 Contact Hours) Accounting- concepts & conventions; the recording system. Measurement of profit; Parameters of profit measurement; Economist's v/s Accountant's concept of profit; Revenue recognition; Depreciation accounting.

UNIT III (13 Contact Hours) Financial Statements: Types and uses; Preparation of Trading and P & L a/c and Balance Sheet (non-corporate entities); Company Balance Sheets. Published account of companies and legal requirements in preparing them.

UNIT IV (10 Contact Hours) Analysis of Financial Statements (I) – Funds flow and cash flow analysis. Analysis of Financial Statements (II) – Ratio analysis including Liquidity, activity, leverage and profitability ratios.

UNIT V (10 Contact Hours) Managerial Decision-Making Techniques: (a) Marginal costing – Cost volume profit analysis, BEP (b) Budgetary control, Operating and Financial Budgets, Flexible Budgets. (c) Standard Costing – Materials Cost and Labour cost variances only.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Harrison & Horngren, Financial Accounting, PHI.
- Ambrish Gupta, Financial Accounting For Management: An Analytical Perspective, Pearson
- Bamber, Braun & Harrison, Managerial Accounting, Pearson
- Manash Dutta, Cost Accounting: Principles and Practice, Pearson

BUMDC605			Advances in Marketing Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: To explore and further the understanding of marketing principles.

CLO2: To understand of both the internal and external marketing environment.

CLO3: To be able to assess the positioning and targeting opportunities for appropriate markets.

CLO4: To develop skills for continuous learning and adaptation to the dynamic and competitive market environment in which one will be working.

COURSE CONTENTS

UNIT I (10 Contact Hours) Marketing's Value to Consumers, Firms and Society, Marketing Process, Marketing Dynamics, Scope of Marketing, Core Concepts of marketing, Philosophies of marketing, Types of Marketing.

UNIT II (13 Contact Hours) Systems Approach in Marketing, marketing Information System, Marketing organization, Sales Policy and Sales Force Management, Interface of Marketing with Finance, HR and IT; Marketing and Social responsibility. UNIT III (13 Contact Hours) Classification of Goods, Customers and Markets: Product and product Hierarchy, Customer Classification, Differences between industrial and consumer marketing; Consumer buying behaviour: Buying motives, perception, motivation, buying decisions, Indian consumer and consumer protection in India.

UNIT IV (10 Contact Hours) Market Segmentation: factors, variables and strategies, Estimating market potential; Product pricing: objectives, decisions and methods; Marketing Audit, New product planning and development; Distribution and Sales management: Characteristics, forms of distributions, Sales force recruitment, training and allocation of work.

UNIT V (10 Contact Hours) Advertising: characteristics, types of advertising, media and nature of advertising campaign; Sales promotion: types, and methods, point of purchase, online promotions, brand management; Designing marketing control systems.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Kotler Philip T. Armstrong Gary Agnihotri and Prafulla, Principles of Marketing 17th Edition Pearson Education • Govindrajana M., Marketing management: Concepts, Cases, Challenges and Trends, PHI Learning Pvt. Ltd. New Delhi • Ramaswamy V.S. and Namakumari S. Marketing Management: Indian Context Global Perspective, 6th Edition Sage Publications India Pvt. Ltd. New Delhi

BUMDC607			Advances in Managerial Economics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: to believe in the terms of a professional economist.

CLO2: to unravel business related questions in the economic context.

CLO3: to assess, comprehend and employ information captured from economic articles and debates published.

CLO4: To apply knowledge to solve simple tasks using cases and theoretical process.

COURSE CONTENTS

UNIT I (10 Contact Hours) Economics and Managerial Decision Making, Firm's goals and decision areas, Demand Analysis – Demand function, elasticities of Demand, Indifference curve analysis, Consumer surplus and its applications

UNIT II (13 Contact Hours) Behaviour of production and costs in short run and long run, optimal factor combination (Iso-Quant), Economies of scale, Revenue curves, Break-even analysis.

UNIT III (13 Contact Hours) Firm's behaviour under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. Theories of distribution, Modern approaches to firm's behaviour- Critique of Marginalist approach, Average Cost Theory.

UNIT IV (10 Contact Hours) Managerial Approaches (Baumol, Marris and Williamson), Behavioral Approach (Cyert and March). Business Cycles, Efficient allocation of resources.

UNIT V (10 Contact Hours) Need for Government Intervention in Markets. Price Controls. Economics of Digital platforms such as Amazon, Zomato, Uber, Netflix and Facebook, emphasizing their applications in public policy and businesses.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Baumol, W. J, Economic Theory and Operations Analysis, Prentice Hall
- Duan, Joel, Managerial Economics, Macmillan
- Koutsayiannis, A. Modern Micro Economics, Macmillan
- Mote, Paul and Gupta, Managerial Economics: Concept and Cases, Tata McGraw Hill

- Landsburg Steven E, Price Theory and Applications, Dryden.
- Salvatore S., Managerial Economics, McGraw Hill..

BUMVA601			Indian Knowledge System			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: To understand and apply Indian ethos and its relevance to modern business practices.

CLO2: To analyse and resolve ethical dilemmas in business using Indian value systems and ethical theories.

CLO3: To evaluate the principles and practices of corporate governance and their impact on organizational culture.

CLO4: To integrate secular and spiritual values in management practices to enhance organizational effectiveness.

COURSE CONTENTS

UNIT I (09 Contact Hours) Foundations of Indian Ethos: Introduction to Indian Ethos: Concepts and Importance; Indian Value Systems: Dharma, Nishkama Karma, and Purusharthas; Work Ethos and Indian Heritage in Production and Consumption; Relevance of Indian Ethos in Modern Business Practices

UNIT II (11 Contact Hours) Business Ethics and Corporate Governance: Ethical Theories and Business Ethics: Concepts and Applications; Ethical Dilemmas and Decision Making in Business; Corporate Governance: Principles and Practices; Role of Organizational Culture in Ethics Management

UNIT III (12 Contact Hours) Integrating Indian Ethos with Business Ethics: Holistic Approach to Management: Secular vs Spiritual Values; Ethical Relativism and Whistle blowing; Stress Management in Corporate Settings; Case Studies on Indian Ethos and Business Ethics

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House, Delhi 1998.
- Griffiths, B.: The Marriage of East and West, Collins, London 1985.
- Boatright, John R.: Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
- Trevion and Nelson: Managing Business Ethics, John Wiley and Sons, 1995.
- Chakraborty, S.K.: Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
- Kumar, S. and N.K. Uberoi: Managing Secularism in the New Millennium, Excel Books 2000.

BUMAE602			Regulatory Environment of Business			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Understand Regulatory Frameworks: Analyze the key regulatory frameworks that govern business operations and their impact on corporate decision-making.

CLO2: Compliance and Risk Management: Evaluate the importance of regulatory compliance and develop strategies for effective risk management in business activities.

CLO3: Legal and Ethical Responsibilities: Interpret the legal and ethical responsibilities of businesses in relation to regulatory requirements, emphasizing corporate governance and social responsibility.

CLO4: Impact Assessment: Assess the impact of regulatory changes on business practices and formulate adaptive strategies to ensure continued compliance and operational efficiency.

COURSE CONTENTS

UNIT I (10 Contact Hours) Company Law: Companies Act 1956; Essential characteristics of a company and Kinds of Companies, Company and Partnership firm, Formation of a company, Memorandum of Association, Article of Association,

Prospectus, Shares UNIT II (13 Contact Hours) Business law: Indian Contract Act, 1872; Nature and Kinds of Contracts, Essentials of a valid Contract: Offer and Acceptance, Consideration, Capacity of Parties, Lawful Object, Free Consent, Discharge of Contract, Remedies for breach of contract, Contract of Indemnity and Guarantee, Bailment and Pledge. UNIT III (13 Contact Hours) Sale of Goods Act, 1930: Contract of Sale, Sale and Agreement to sell, Conditions and Warranties, UNIT IV (10 Contact Hours) Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments, UNIT V (10 Contact Hours) Competition Act, 2002, Information Technology Act, 2000.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Garg, Sareen, Sharma, Chawla, Mercantile Law, Kalyani
- A. Pathak, Legal Aspects of Business, TMH
- V.S. Datey, Business & Corporate Laws, Taxmann
- Maheshwari & Maheshwari, A Manual of Business Laws, Himalaya

BUMDC602			Human Resource Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: To enable student to design an organization's human resource management process that is compliant with law and supports organizational mission and strategy, best practices adopted globally in HRM.

CLO2: Assess how human resource planning can be done and Jobs designed in organizations.

CLO3: Understand different ways to recruit, select, train employee and to do performance appraisal, wage and salary administration

CLO4: Understand dynamics of industrial relations

COURSE CONTENTS

UNIT I (10 Contact Hours) HRM-concept and philosophy, Need for HRM-nature and scope, Job Analysis-nature and methods of collecting information, UNIT II (13 Contact Hours) Corporate objectives and Human Resource Planning-concept, need quantitative and qualitative dimensions, HRM in the changing environment.

UNIT III (13 Contact Hours) Recruitment and Selection, Methods of Manpower Search, Attracting and Selecting HR, Induction and Socialisation, UNIT IV (10 Contact Hours) Manpower training and development- training need analysis, process, techniques, evaluation, Performance Appraisal, 360-degree Feedback, Potential Appraisal, Career and Succession Planning,

UNIT V (10 Contact Hours) Compensation-Aim and components, Factors determining pay rates, Job Evaluation, an overview of performance incentives, Human Resource Development: Instruments, Processes and Outcomes, Motivational aspects of HRD, Industrial Relations: Conceptual framework of Industrial relations in India.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Dessler, Human Resource Management, PHI
- Mondy, Human Resource Management, PHI
- Gomez et al., Managing Human Resources, Pearson
- Aswathappa, Human Resource and Personnel Management, TMH
- Armstrong, Handbook of Human Resource Management Practices, Sage
- V.S.P.Rao, Human Resource Management, Excel Publisher

BUMDC604			Supply Chain Operations			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Understand the fundamental concepts and importance of supply chain operations.

CLO2: Develop skills to manage demand, inventory, and logistics effectively.

CLO3: Analyze supply chain networks and mitigate associated risks.

CLO4: Leverage technology and sustainability principles to enhance supply chain performance.

COURSE CONTENTS

UNIT I (10 Contact Hours) Fundamentals of Supply Chain Management: Overview of supply chain operations and key components. Supply chain processes: Material, information, and financial flows. Importance of supply chain metrics and drivers.

UNIT II (13 Contact Hours) Demand Planning and Inventory Management: Basics of demand forecasting and planning. Inventory types, Economic Order Quantity (EOQ), and safety stock. Role of inventory in supply chain efficiency.

UNIT III (13 Contact Hours) Logistics and Transportation: Modes of transportation and their cost implications. Basics of warehousing and distribution. Introduction to logistics technology and tools.

UNIT IV (10 Contact Hours) Supply Chain Network Design and Risk Management: Designing efficient supply chain networks. Identifying and managing risks in supply chains. Basics of sustainable supply chain practices.

UNIT V (10 Contact Hours) Technology and Innovation in Supply Chains: Role of technology: AI, IoT, and blockchain in supply chain operations. Introduction to lean and agile supply chains. Measuring supply chain performance using key metrics. Sustainable supply chains.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Chopra, Sunil, Peter Meindl, and Dharam Vir Kalra. "Supply chain management" Pearson Education, India.
- Shah, Janat. "Supply Chain Management: Text and Cases" Pearson Education India
- Simchi-Levi, David. "Designing & Managing the Supply Chain" McGraw Hill

BUMDC606			Financial Management for Decision Making			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Understand the strategic fit of finance function in overall corporate setting.

CLO2: Explain key financial management decisions and its implication on the value of the firm.

CLO3: Evaluate the projects and investment decisions by taking into consideration all relevant factors.

CLO4: Evaluate the alternative ways of returning cash to shareholders and its implication for the firm.

COURSE CONTENTS

UNIT I (10 Contact Hours) Financial management-scope, finance functions and its organization, objectives of financial management; time value of money; sources of long term finance.

UNIT II (13 Contact Hours) Investment decisions; importance, difficulties, determining cash flows, capital budgeting: Discounting and non discounting methods, risk analysis (risk adjusted discount rate methods and certainly equivalent methods), Capital budgeting decision under risk and uncertainty

UNIT III (13 Contact Hours) Valuation of Securities - Liquidation value versus going concern value, Book Value Versus Market Value, Market Value Versus Intrinsic Value, Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Effect of corporate taxation and its implication of financing,

UNIT IV (10 Contact Hours) Capital Structure decisions-financial and operating leverages; capital structure theories-NI, NOI, traditional and M-M theories; determinants of dividend models-Walter, Gordon & M.M. models..

UNIT V (10 Contact Hours) Working Capital – meaning, need, determinants; estimation of working capital need; management of cash; inventory & receivable.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Damodaran, Aswath, Corporate Finance Theory and Practice, John Wiley
- Brealey, Myers, Allen and Mohanthy, Principles of Corporate Finance, TMH
- Ross Westerfield Jaffe, Corporate Finance, TMH
- I.M.Pandey, Financial Management, Vikas Publishing

BUMDC608			Strategic Management and Competitive Advantage			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Explore the conceptual foundations and frameworks for understanding strategy.

CLO2: Apply the concepts of strategic planning, formulation, implementation and control.

CLO3: Be able to comprehend the business situations and take decisions in the complex business environment. CLO4: Apply tools of strategic decision making in for designing grand strategy and generic strategy for different business situations.

COURSE CONTENTS

UNIT I (10 Contact Hours) Importance of strategic management, model of strategic management, vision, mission, policies and objective. UNIT II (13 Contact Hours) Culture and leadership for strategy formulation, Strategic Process-Strategic Business planning. Theory of competitive advantage UNIT III (13 Contact Hours) External analysis-generic industry environment, Porter's five forces model, competitive analysis, forecasting tools and techniques, competitive gaming internal analysis- TWOS, SPACE matrix, Corporate Strategic Planning- Grand strategies, BCG matrix, Mckinsey 7s model

UNIT IV (10 Contact Hours) Mergers, acquisitions and takeover, HR issues, Change management, Implementing strategies-policies, resource allocation, structuring, re-engineering,

UNIT V (10 Contact Hours) Strategy Review, Evaluation and Control- financial and operations audit, surveillance and assessment systems, Cases in Strategic management

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Pearce A John, Robinson Richard, Mittal Amita, Strategic Management: Formulation, Implementation and Control, Tata McGraw Hill.
- David R Fred, Strategic Management-Concept and Cases PHI.
- Barney B Jay, Strategic Management and Competitive Advantage, Pearson Education.
- Mittal Amita, Cases in Strategic Management, TMH.

BUMVA602			Indian Knowledge System			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Creating awareness about the true history and rich culture of the country;

CLO2: Understanding the scientific value of the traditional knowledge of India (Bharat)

CLO3: Promoting application-oriented research in the various fields of Indian knowledge system;

CLO4: Converting the Bhāratīya wisdom into the applied aspect of the modern scientific paradigm; Business and administration

COURSE CONTENTS

UNIT I (09 Contact Hours) Traditional Knowledge System, The Vedas, Main Schools of Philosophy (6+3), Ancient Education System, the Takṣaśilā University, the Nālandā University, Alumni, Knowledge Export from Bhārata. Pre-Harappan and Sindhu Valley Civilization, Engineering Science and Technology in the Vedic Age and Post-Vedic Records

UNIT II (11 Contact Hours) Indian Arts, Literature, and Scholars, Literature, Life and works of Scholars like Agastya, Lopāmudrā, Ghoshā, Vālmīki, Patañjali, Vedavyāsa, Yājñavalkya, Gārgī, Maitreyī, Patañjali, Kauṭīlya and Āryabhaṭa

UNIT III (12 Contact Hours) IKS in Science, Astronomy, and Mathematics Concept of Matter, Life and Universe, Gravity, Velocity of Light, Vimāna: Aeronautics, Vedic Cosmology, Astronomy, Sun, Earth, Moon, and Eclipses; Vedic Mathematics, Corporate lessons from Bhagwad Gita, Ramayan and Mahabharat. The Role of Law and Dharma in State Administration, Contribution of Chanakya in Economics

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Introduction to Indian Knowledge System: Concepts and Applications by B. Mahadevan, Nagendra Pavana, et al.(2022)
PHI
- Pride of India- A Glimpse of India's Scientific Heritage edited by Pradeep Kohle et al. Samskrit Bharati (2006). •
Vedic Physics by Keshav Dev Verma, Motilal Banarsidass Publishers (2012). 3. India's Glorious Scientific •
Tradition by Suresh Soni, Ocean Books Pvt. Ltd. (2010).

BUMAE701			Project Management Practices			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Describe the project life cycle, project selection, project environment, and approval process; CLO2: Identify the project management process groups, including initiating, planning, executing, monitoring and controlling, and closing;

CLO3: Identify tools and techniques for planning and tracking a project;

CLO4: Explain how to make leadership decisions concerning organizational structure and the role of project resources on a project's team; and also able to Identify project risks.

COURSE CONTENTS

UNIT I (10 Contact Hours) Overview of Project Management; what is a project, what is a program. The role of a project manager; How is a project selected? Portfolio Management; Life Cycle of a Project; Steps in managing a Project; International Standards Different types of projects: industrial, telecommunication, research and more; Project operations within a firm.

UNIT II (13 Contact Hours) Objectives and Planning the Project; Developing a Mission, Vision, Goals and Objectives of the Project; Stakeholders management; The importance of adequate Project Planning; The Work Breakdown Structure (WBS); Project responsibility matrix.

UNIT III (13 Contact Hours) Time and Cost Management; List of activities of a Project and estimation of duration; Links between activities • Network diagrams and critical path identification; Gantt charts; Resource allocation and cost estimations; Resource balancing and its effects; Planned cost curve.

UNIT IV (10 Contact Hours) Cash flow plan; Difference between cash and cost. Time value of money; Monitoring and control; Earned Value Analysis; Taking corrective actions; Use of software tools for Project analysis and reporting (Microsoft Project).

The Project Risk Plan; what is a risk; why a risk plan is needed? ; Identification of Project Risks; Evaluation of probabilities and impact of risks; Risk matrix analysis; Strategies to manage risks

UNIT V (10 Contact Hours) Communication Management; The importance of communication management ; The role of the Project Manager ; Stakeholder Management ; Examples of project reporting. Contract Management; Contract structures and contents. ; Contract negotiation; Scope, requirements and interfaces; Phases of a contract; Contractual conflicts resolution; the change control process; Quality

assurance and quality control; Closing a project and lessons learnt; Specific challenges of International Projects.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Jack Gido, James P. Clements, Project Management, Cengage
- Jeffrey K. Pinto, Project Management, Pearson
- Prasanna Chandra, Project Planning, Analysis, Financing, Implementing and Review, TMH
- Samuel Mantel, Jack Meredith, Project Management: A Managerial Approach, Wiley
- Clifford Gray, Eerik Larson, Project Management, TMH.

BUMAE702			Start-up and Entrepreneurship			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment

3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100
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COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Develop a start-up Enterprise with Big Idea Generation.

CLO2: Analyze start-up capital requirement by analyzing legal factors.

CLO3: Interpret feasibility Analysis towards funding issues and Evaluate financial stability and decide on expansion possibilities CLO4: Access growth stages in new venture and reasons for scaling ventures.

COURSE CONTENTS

UNIT I (10 Contact Hours) Start-up opportunities: The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Startup Equation – The Entrepreneurial Ecosystem – Entrepreneurship in India. Government Initiatives.

UNIT II (13 Contact Hours) Startup Capital Requirements and Legal Environment: Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures Taxes or duties payable for new ventures. Formulation of business plan and Business model Canvas.

UNIT III (13 Contact Hours) Starting up Financial Issues: Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances UNIT IV (10 Contact Hours) Start-up Survival and Growth: Stages of growth in a new venture- Growing with the market - Growing within the industry Venture life patterns- Reasons for new venture failures. Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture.

UNIT V (10 Contact Hours) Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies Selling the business, franchising as an option for a venture. E-entrepreneurship as an option for a venture.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi. • Drucker, P.F., 'Innovation and Entrepreneurship, Heinemann', London.
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi.
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans', Excel Books, .
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University Press, Boston. • Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi. • Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi.
- Renu Arora and. Sood S.K., 'Entrepreneurial Development', Kalyani Publishers, New Delhi.
- Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, 'Entrepreneurship', Tata McGraw Hill Education Private Limited, New Delhi.
- Schumpeter, J., The Theory of Economic Development, Harvard University Press, Harvard.

BUMDE701				Advertising and Brand Management		Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Define core terms, concepts and principles related to communication mix; Determine, analyze and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications and to perform a market segmentation analysis.

CLO2: To understand the essence of Advertisement as a practical discipline within the organization; be aware of its functions, strategies and particular techniques

CLO3: To understand, recognize, and examine the phenomenon of branding and its application and practice in a global world.

CLO4: To Develop and implement integrated marketing communication plans, combining various promotional tools and media channels to achieve specific marketing objectives, while evaluating their impact and efficiency.

COURSE CONTENTS

UNIT I (10 Contact Hours) Understanding Advertising: Concept, Nature, Definitions, Evolution and History; Role, Objectives, Functions, and Significance; Basic Theories and Applications; Types and Classification of Advertising; Factors Determining Advertising Opportunity of a Product/Service/Idea; Types of Appeals and Advertising Messages.

UNIT II (13 Contact Hours) Digital Advertising: Evolution and Current Status; Digital Media Landscape; Emailers and Search Engine Optimization; Mobile Marketing. Digital Advertising Agencies: Structure and Functions; Digital Media Integration across Advertising. Hybrid Advertising (Online merging with Offline).

UNIT III (13 Contact Hours) Advertising and the marketing process, integrated marketing communication, advertising planning processes, AIDA, DAGMAR, Client agency relationship.

UNIT IV (10 Contact Hours) Branding concept, Branding challenges and opportunities, Brand equity, Strategic brand management processes, Designing and implementing branding strategy, Customer based brand equity, brand positioning and values. Brand equity measurement, Current issues in branding, legal issues, online branding, Business to business trading of brand.

UNIT V (10 Contact Hours) New Brand creating, Maintaining Brand Positioning, Extending, Partnering, Managing Brand Portfolios, Brand Innovations. Global Branding, Corporate Branding, B2B Branding, Services Branding, Brands Crisis, Ethics and Brands.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Elliott Richard: Strategic Advertising Management (NTC Business Book, USA, 2009)
- Ghosal, Subhash: Making of Advertising (McMillan 2002)
- Jethwaney Jaishri: Advertising management (Oxford University Press, 2010)
- Jethwaney Jaishri & Jain Shruti: Advertising Management, 2006 (Oxford University Press)
- Kazmi, Balve, Advertisement and Sales Promotio, Excel Books
- D. Guinn, Allen, Semenik, Advertisement & integrated Brand promotion, Thomson.
- Batra, Mayers, Aaker, Advertisement Management, PHI
- Kellers, Strategic Brand Management, Pearsons

BUMDE703			Rural Marketing and Market Infrastructure			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Gain Conceptual knowledge about rural marketing with special reference to Indian context and will gain insight on development of the field of Rural Marketing.

CLO2: Review the substantive models and theories and how they can be used to promote business in rural areas. CLO3:

Create awareness about the applicability of the concepts, techniques and processes of marketing in rural context. CLO4:

Familiarize with the special problems of rural markets, and to understand the working of rural marketing institutions.

COURSE CONTENTS

UNIT I (10 Contact Hours) Rural Economy - Rural - Urban Disparities, Policy Interventions, Rural Face to Reforms, The Development Exercises in last few Decades, Rural Marketing Index, Legal Framework of Rural Marketing, Role of Government in Rural Development, Agriculture Credit and Crop Insurance.

UNIT II (13 Contact Hours) Rural Marketing, Concept and Scope, Nature of Rural Markets and Attractiveness, Rural vs. Urban Marketing, Characteristics of Rural Market Environment, Rural Consumers, Buying Decision Process, Rural Marketing Information System, Potential and Size of Rural Markets.

UNIT III (13 Contact Hours) Selection of Markets, Product Strategy, Product Mix Decisions, Competitive Product Strategies for Rural Markets. Marketing of Agriculture Inputs, Problems in Rural Marketing.

UNIT IV (10 Contact Hours) Pricing Strategy - Pricing Policies, Innovative Pricing Methods for Rural Markets, Promotion Strategy; Appropriate Media - Designing Right Promotion Mix - Promotional Campaigns, Mobile Trading in Rural Marketing.

UNIT V (10 Contact Hours) Distribution - Logistics Management - Problems Encountered - Selection of Appropriate Channels - New Approaches To Reach Out Rural Markets – Electronic Choupal Applications; Rural Integration, Contract Farming, Marketing Development And Planning.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- K.S. Habeebur Rahman, Rural Marketing, HPH
- Badi & Badi, Rural Marketing, HPH

- Pradeep Kashyap & Siddhartha Raut, The Rural Marketing Book, Biztantra Publications.
- Sanal Kumar, Rural Marketing, Sage Publications, 2002.
- Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008
- K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers.
- Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi
- Ruddar Dutt Sundaram, Indian Economy, Tata McGraw Hill. Publishers, New Delhi

BUMDE705			Business Operations in Retailing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes.
 CLO2: To guide the student through the development and understanding of implementing a retail strategy. CLO3: To provide the student with the understanding of the increased use of technology in the field of retailing. CLO4: Describe the actions taken to acquire and retain customers; produce goods and services; and measure/track financial performance.

COURSE CONTENTS

UNIT I (10 Contact Hours) Overview of retailing, The evolution of retail formats, Theories of retail development, Concept of retail cycle, The evolution and current issues of retail in India.

UNIT II (13 Contact Hours) Information gathering and processing in Retailing, Types of retailers, Types of ownerships, Understanding consumers, strategic planning in retailing, Trading area analysis, Reilly's Law, Huff's Law.

UNIT III (13 Contact Hours) Food, Apparel and Book retailing, Pharma retailing, Telecom retailing, Health care and spa retailing, Petroleum retailing. UNIT IV (10 Contact Hours) Financial dimensions, Operational dimensions, Pricing strategy, communication strategy, Merchandise Management, Buying systems, Store layout, Design and Visual merchandising, Store loyalty, Technology in retailing.

UNIT V (10 Contact Hours) Mall Managements, Parking Management, Retail entertainment, Multiplex retail strategy, Shopping centers, Online entertainments, E-retailing, E-Banking.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Berman & Evans, Retail Management, PHI
- Levy & Weitz. Retail Management, TMH
- Levy & Weitz, 2005, Retailing, TMH
- A J Lamba, 2006, The Art of Retailing, TMH 3.
- Patrick M. Dunne and Robert F. Lusch, 2005, Retailing, Thomson Learning
- Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books

BUMDE705			Consumer Behaviour and Marketing Research			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: To understand the fundamental concepts of consumer behaviour and its importance in marketing.
 CLO2: To analyse the various factors influencing consumer decision-making processes.
 CLO3: To apply marketing research techniques to gather and interpret consumer data.
 CLO4: To evaluate the psychological and sociological influences on consumer behaviour.

COURSE CONTENTS

UNIT I (10 Contact Hours) Definition and Scope of Consumer Behaviour; Importance of Studying Consumer Behaviour; Evolution of Consumer Behaviour as a Field of Study; Interdisciplinary Nature of Consumer Behaviour; Relationship between Consumer Behaviour and Marketing; Introduction to Marketing Research; Purpose and Importance of Marketing Research.

UNIT II (13 Contact Hours) Relevance of Marketing Research in Understanding Consumer Behaviour; Approaches to Consumer Behaviour Research; Quantitative and Qualitative Research Methods; Data Collection Techniques (Surveys, Focus Groups, Observations); Designing a Marketing Research Study; Analyzing and Interpreting Consumer Data

UNIT III (13 Contact Hours) Stages of Consumer Decision-Making Process; Types of Consumer Decisions (Routine, Limited, Extensive); Models of Consumer Decision-Making (Economic, Psychological, Sociological); Factors Influencing Consumer Decisions (Cultural, Social, Personal, Psychological); Applying Marketing Research to Understand Consumer Decisions

UNIT IV (10 Contact Hours) Psychological Factors (Motivation, Perception, Learning, Attitudes); Sociological Factors (Family, Reference Groups, Social Class, Culture); Influence of Personality and Self-Concept on Consumer Behaviour; Consumer Learning and Memory; Using Marketing Research to Assess Psychological and Sociological Influences

UNIT V (10 Contact Hours) Importance of Market Segmentation; Bases for Segmenting Consumer Markets (Geographic, Demographic, Psychographic, Behavioral); Targeting and Positioning Strategies; Developing and Implementing Positioning Strategies; Marketing Research Techniques for Segmentation and Positioning

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Hoffmann, S., & Akbar, P. (2023). Consumer Behavior: Understanding Consumers–Designing Marketing Activities. SpringerLink. Link
- Malhotra, N. K., & Dash, S. (2021). Marketing Research: An Applied Orientation. Pearson Education.
- Sethna, Z. (2023). Consumer Behaviour. SAGE Publications Ltd. Link
- Burns, A. C., Bush, R. F., & Sinha, N. (2022). Marketing Research. Pearson Education.
- Hawkins, D. I., & Mothersbaugh, D. L. (2023). Consumer Behavior: Building Marketing Strategy. McGraw-Hill Education. Link
- Aaker, D. A., Kumar, V., Day, G. S., & Leone, R. P. (2022). Marketing Research. Wiley.
- Loudon, D., & Della Bitta, A. (2023). Consumer Behavior. McGraw-Hill Education. Link
- Hair, J. F., Wolfinbarger, M., Ortinau, D. J., & Bush, R. P. (2023). Essentials of Marketing Research. McGraw Hill Education.
- Schiffman, L. G., & Kumar, S. R. (2023). Consumer Behaviour. Pearson Education. Link

BUMDE709			Marketing Analytics and Applications			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1. Understand the basics of research analytics that can influence in the development of corporate strategy influenced by strategic marketing Considerations

CLO2. Utilize various databases to understand and analyze real life scenarios for developing Marketing planning decisions. CLO3. Apply theories of consumer behavior to the formulation of effective marketing strategy.

CLO4: Integrate research analytics, database insights, and consumer behavior theories to develop and implement effective marketing strategies.

COURSE CONTENTS

UNIT I (10 Contact Hours) Introduction to marketing research, Research design setup, qualitative research, quantitate research, Concept development, scale development, Exploring Data, Descriptive Statistics

UNIT II (13 Contact Hours) Inbound marketing analytics, Click analytics, Google analytics, Social Media Analytics, Web analytics, Online traffic analytics, conversion analytics, Online and Offline analytics

UNIT III (13 Contact Hours) Product analytics- features, attributes, benefits, Price analytics, Promotion analytics, Channel analytics, Multiple Discriminate analysis

UNIT IV (10 Contact Hours) Customer Analytics, Analyzing customer satisfaction, Prospecting and Targeting the Right Customers, Covariance and Correlation analysis, Developing Customers, Retaining Customers, Customer lifetime value case, Factor analysis UNIT V (10 Contact Hours) Market Segmentation & Cluster Analysis, Scatterplots & Correlation Analysis, Linear Regression, Model Validation & Assessment, Positioning analytics, Cross tabulation

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- | BUMDE711 | | | Advances in Digital Marketing | | | Pre-Requisites | | | | |
|----------|---|-----|-------------------------------|-------------------|----------------|----------------|------------|----------|-------------------|-------------------|
| L-T-P | | | | | | Co-requisites | | | | |
| L | T | S/P | C | Mid Term Duration | Major Duration | Quiz 1,2,3,4 | Assignment | Mid Term | Major Assessm ent | Total Assessm ent |
| 3 | 0 | 2 | 4 | 1 Hr 30 minutes | 3 Hours | 20 | 20 | 20 | 40 | 100 |

After successfully completing this course, the participants will be able to:

CL02: To apply analytics, AI, and big data insights to optimize marketing campaigns, measure performance, and enhance return on investment (ROI).

CLO4: To Design, implement, and evaluate multi-channel digital marketing campaigns using tools like social media, email, paid ads, and content marketing.

UNIT I (10 Contact Hours) Digital Marketing Strategy & Transformation: Evolution of Digital Marketing and Its Role in Business Strategy; From Traditional to AI-Driven Approaches; Digital Transformation in Marketing; Consumer Behavior in the Digital Age; Integrated Digital Marketing Strategies; Key Performance Indicators (KPIs) & Metrics; Omnichannel Marketing Strategy; Personalization & Customer Experience (CX).

UNIT III (13 Contact Hours) Social Media, Paid Advertising & Emerging Technologies: Social Media Marketing, Social Commerce & Customer Engagement on Facebook, Programmatic Advertising & Real-Time Bidding (RTB), Advanced Social Media Strategies (Paid & Organic); Crisis Management in Digital Media; Social Listening & Sentiment Analysis; Influencer Marketing & Brand Advocacy; Video Marketing & Interactive Content

UNIT IV (10 Contact Hours) Data-Driven Marketing & AI in Decision-Making: Marketing Analytics & Data Interpretation for Executives, Predictive Analytics, CRM & Marketing Automation, Data-Driven Decision Making; Email Marketing & Drip Campaigns; Conversion Rate Optimization (CRO); Retargeting & Remarketing Strategies; Paid Search (Google Ads, Bing Ads) & Social Media Advertising; Marketing Automation & CRM Integration

UNIT V (10 Contact Hours) Future Trends & Digital Leadership in Marketing: Agile Marketing for Competitive Advantage; Metaverse, AR/VR in Marketing; Blockchain for Digital Marketing & Ad Fraud Prevention; Voice Search & Conversational AI (Chatbots, Virtual Assistants); Web3, NFTs & Decentralized Marketing; Sustainability & Green Marketing in the Digital Age

Reference Books

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|----------|---|-----|--------------------------------|-------------------|----------------|----------------|------------|----------|------------------|------------------|
| BUMDE713 | | | Performance Management Systems | | | Pre-Requisites | | | | |
| L-T-P | | | | | | Co-requisites | | | | |
| L | T | S/P | C | Mid Term Duration | Major Duration | Quiz 1,2,3,4 | Assignment | Mid Term | Major Assessment | Total Assessment |

3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100
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COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Enable student to understand to attributes of effective performance management systems, understand job-related performance standards and performance indicators that reflect the employee's range of responsibilities. CLO2: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development, Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses. CLO3: Understand the key elements to engage and retain skilled resources, Examine HR metrics and measures of success for talent management strategy, Acquire the skills and knowledge to build an effective talent management strategy for organization. CLO4: Understand how to align human resource strategy with strategic objectives of business,

COURSE CONTENTS

UNIT I (10 Contact Hours) Concept, characteristic, role and significance of performance; performance appraisal vis-à-vis performance management, process of performance management; performance management and strategic planning linkages. UNIT II (13 Contact Hours) Establishing and operationalising performance management system; measuring performance-results and behaviour; conducting performance review discussions; harnessing performance management system for performance improvement. UNIT III (13 Contact Hours) Performance management strategic and interventions- reward based performance management; career-based performance management, term-based performance management. UNIT IV (10 Contact Hours) culture based performance management; measurement-based performance management; competency-based performance management; leadership-based performance management. UNIT V (10 Contact Hours) Harnessing performance management system for performance improvement through skill-based compensation, competency based compensation, Contribution of Human Resource Management Practices to Employee Performance. Implementation of Pay for Performance Plans.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Aguinis, Herman, Performance Management, Pearson Education, Inc.
- Kandula, Srinivas R., Performance Management, PHI, New Delhi.
- Rao, T.V., Performance Management and Appraisal Systems, Response Bank, New Delhi.
- Cardy, Robert L., Performance Management: Concepts, Skills and Exercise, PHI, New Delhi. •
- Sahu, R.K., Performance Management System, Excel Books, New Delhi.

BUMDE715				Talent Acquisition and Management		Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Understand and Explain how to acquire and talent; interplay of various aspects of talent acquisition, retention and development of talent. CLO2: Develop the competence required to work effectively by star employees'; CLO3: Differentiate between the various challenges and issues to manage young talented employees CLO4: Appreciate the organizational context and apply relevant contemporary organizational practices to connect the talent.

COURSE CONTENTS

UNIT I (10 Contact Hours) Introduction to Talent acquisition and management, Principles of Talent management, Integrating competencies into talent UNIT II (13 Contact Hours) Global Talent leadership, Talent Analytics, Talent Development; Talent Enhancement; Talent Mobility; Rewards programs in Talent management UNIT III (13 Contact Hours) Integrated Talent management models; Reward Strategy for talent management; Coaching and Development UNIT IV (10 Contact Hours) Organization Culture; Coaching; Talent Acquisition strategy; Talent Enhancement & Drivers for success; Sustainable development through Talent Management; Critical issues in talent management; talent powered organizations UNIT V (10 Contact Hours) Feeling and Sentimental Analysis; Talent management challenges; Talent management practices in real world

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Talent Management Handbook, Association for Talent Development (ATD) By Lance A. Berger, Dorothy R. Berger. Virginia, USA.
- The Talent Management Handbook, creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People (Hardback)
- Human Resource Selection: Gatewood, Field and Barrick, Cengage
- Learning Staffing Organizations: Herbert Heneman and Timothy Judge, McGraw Hill
- Strategic Human Resource Planning: Monica Belcourt and Kenneth J McBey, Cengage Learning

BUMDE717			Global HR Practices			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: To understand global business trends

CLO2: To assess how values , ethics and culture vary in international scenario

CLO3: To understand how global leadership works

CLO4: To assess how staffing, training , managing performance is different in international scenario

COURSE CONTENTS

UNIT I (10 Contact Hours) Introduction to International Human Resource Management

Emerging Trends: Global Leadership and Team Development

UNIT II (13 Contact Hours) Examples of Global Leadership, Creating a Global Mindset, Understanding Culture, Economic/Political Integration and Global Trade

UNIT III (13 Contact Hours) The Basic Building Blocks of IHRM: Dynamic Human Resource Systems, Cross National

Comparisons UNIT IV (10 Contact Hours) Staffing and Training, Compensation and Motivation: Developing Expatriate

Remuneration Packages UNIT V (10 Contact Hours) Managing Performance and Repatriating, Business Ethics and Values in

International Business

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- International Human Resource Management: Policies and Practices for Multinational Enterprises by Ibraiz Tarique, Dennis R. Briscoe, Randall Schuler, Routledge.
- The Global Human Resource Management Casebook by Brian Harney, Liza Castro Christiansen, Michal Biron, Routledge
- Essentials of International Human Resource Management: Managing People Globally by David C. Thomas & Mila B. Lazarova, Sage
- International Human Resource Management by Dowling and Welch, Cengage

BUMDE719			Human Resource Metrics and Analytics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1. Participants will be able to understand various qualitative and quantitative measures of human resource management processes and outcomes in an organization; and the importance of using data-based reasoning to support HR decisions; CLO2. Participants will be able to identify (research), track, compile, analyze and interpret human resource data in order to make more effective, evidence-based decisions on managing human resources;

CLO3. Participants will be able to develop research and analytical tools for measuring, analyzing, and developing HR decision support scenarios;

CLO4. Participants will be able to apply skills in quantitative and qualitative data analysis using software applications and will be able to do critical analysis of results from HR analytics and communicate (implement) actionable insights.

COURSE CONTENTS

UNIT I (10 Contact Hours) HR Metrics: Measuring HR functions and Processes: Concepts, Approaches and Objectives; Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc.); UNIT II (13 Contact Hours) HR Functional / process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics, Compensation and Benefits metrics, Employee Relations metrics; UNIT III (13 Contact Hours) Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude, HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity); UNIT IV (10 Contact Hours) Methods of data capture and benchmarking; Aligning HR Metrics and Organizational Performance. UNIT V (10 Contact Hours) Analytics: Meaning and scope of analytics in HR; Typical sources of data; Overview of data formats; Quantitative and Qualitative data analysis techniques in HR analytics; Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions; Effectiveness and Efficiency – Outcome and Impact analysis; HR Dashboards; HR Analytics and HR Decisions. Data Integrity and Security Issues.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Bassi, L., Carpenter, R., & McMurrer, D. (2012) HR Analytics Handbook. New York: McBassi & Co.
- Bucknall, H., & Wei, Z. (2006). Magic Numbers for Human Resource Management. New Delhi: Wiley.
- Edwards, M.R., & Edwards, K. (2016) Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.
- Fitz-Enz, J., & Mattox-II, J.R. (2014). Predictive Analytics for Human Resources. New Jersey: Wiley.
- Isson, J.P., & Harriott, J.S. (2016). People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent. New Jersey: Wiley.
- Marr, B. (2018). Data-Driven HR: How to Use Analytics and Metrics to Drive Performance. London: Kogan Page.
- McBeath, G. (1992). The Handbook of Human Resource Planning: Practical Manpower Analysis Techniques for HR Professionals. Oxford: Wiley-Blackwell.
- Pease, G. (2015). Optimize Your Greatest Asset - Your People: How to Apply Analytics to Big Data to Improve Your Human Capital Investments. New Jersey: Wiley.
- Rao, T.V. (2014). HRD Audit: Evaluating the Human Resource Function for Business Improvement (2nd ed.). New Delhi: Sage.
- Smith, T. (2013). HR Analytics: The What, Why and How ... Create space Independent Pub.
- Sundmark, L. (2017). Doing HR Analytics: A Practitioner's Handbook with R Examples. Create space Independent Pub.
- Waters, S.D., Streets, V.N., McFarlane, L., Johnson-Murray, R. (2018). The Practical Guide to HR Analytics: Using Data to inform, transform, and empower HR Decisions. Virginia: SHRM Society Pub.

BUMDE721			Sustainable Human Resource Management Practices			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: evaluate the different frameworks, philosophies and theories for sustainable HRM to facilitate organizations to implement sustainability in business strategies

CLO2: Discuss sustainable and unsustainable impacts of performance oriented HRM practices on stakeholders from the corporate social responsibility perspective

CLO3: Develop ethical approaches to implementing, measuring and reporting on sustainable HRM strategies and practices to minimize the unsustainable impacts of these practices on stakeholders

CLO4: Understand HR's role in, and contribution to, building sustainable organisations

COURSE CONTENTS

UNIT I (10 Contact Hours) Introduction to sustainable HRM; Institutional context for sustainable HRM; Stakeholder theories for common good; Sustainable HRM theories

UNIT II (13 Contact Hours) Sustainability characteristics of HRM strategies and practices for sustainability outcomes; The paradox perspective of sustainable HRM for common good

UNIT III (13 Contact Hours) Introduction to the concepts of sustainability and sustainable development and triple bottom line; Role of HRM in developing economically, socially and ecologically sustainable organizations. Triple bottom line HRM

UNIT IV (10 Contact Hours) Introduction to green HRM and green HRM processes: green recruitment and selection, green training, green performance appraisal, motivation and employee engagement in green HRM; Green HRM for environment management. UNIT V (10 Contact Hours) Implementation, measurement and reporting on sustainable HRM practices;

Techniques to measure sustainable and unsustainable impacts of HRM practices; Global sustainable HRM practices; and future of sustainable HRM.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Enhert, I., Harry, W. and Zink, K.J. eds., 2014. *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*. Springer.
- Mariappanadar S 2019 Sustainable Human Resource Management: Strategies, Practices and Challenges. 1st ed., Macmillan International,
- Ehnert I, Harry W and Zink K J, Sustainability and human resource management: Developing sustainable business organizations, 1st Edition, Springer Science and Business Media (2014). 2. Mariappanadar S, Sustainable Human Resource Management: Strategies, Practices and Challenges, 1st Edition, Macmillan International Higher Education (2019).
- Ehnert I, Sustainable human resource management. A Conceptual and Exploratory Analysis from a Paradox Perspective, 1st Edition, Physica-Verlag Berlin Heidelberg (2009). 2. Vanka S, Rao M B, Singh S and Pulaparthi M R, Sustainable Human Resource Management: Transforming Organizations, Societies and Environment, 1st Edition, Springer (2020)

BUMDE723			Managing Employee Relations			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Acquire a solid theoretical, practical and ethical perspective on many aspects of Employee Relations. CLO2: Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.

CLO3: Understand the key participants, institutions, relationships and processes in employee relations. CLO4: Understand the Communication and employee engagement strategies for effective management of employee relations

COURSE CONTENTS

UNIT I (12 Contact Hours) Overview of Employee Relations Management, Importance of Employee Relations Management, Evolution of Laws Relevant to Employee Relations in India. Shift from Industrial Relations to Employee Relations

UNIT II (12 Contact Hours) Managing Disciplines in Organizations; Organizational Misconduct; Conflict Resolution and Dispute Management: Institutional Framework

UNIT III (12 Contact Hours) Managing Grievance in organizations; Communication and Engagement Strategies

UNIT IV (10 Contact Hours) Employee Participation Methods and Practices, Culture and Employee Relations; Negotiation Skills for Employee Relations; Soft Skills for Employee Relations Management

UNIT V (10 Contact Hours) Contemporary Issues in Employee Relations: Employee wellness in organization; Diversity, Equity and Inclusion; Employee relations during crises – Recession, mergers, acquisitions etc.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- C.V.Venkatratnam, Industrial Relations, Oxford
- C.B.Mamoria, Dynamics of Industrial Relations, Himalaya
- P.R.N.Sinha, Indu Bala Sinha, Seema, Industrial Relations, Trade Union and Labour Legislation, Pearson •
- Debdas Banerjee, Globalisation and Industrial Restructuring and Labour Standards, Sage Publishers. •
- B.D.Singh, Industrial Relations- Emerging Paradigms, Excel

BULDE725			Portfolio Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Develop in-depth understanding of the investment environment.

CLO2: Conduct the valuation of securities and develop portfolio as sophisticated investor.

CLO3: Understand different portfolio management approaches.

CLO4: Evaluate and review the performance of investment portfolio.

COURSE CONTENTS

UNIT I (10 Contact Hours) Investment environment, Investment process, Securities market and institutions, Investment alternatives, features and analysis of various investment avenues. Risk Management: Concept, sources of investment risk: business risk, interest rate risk, market risk; measurement & evaluation of risk.

UNIT II (13 Contact Hours) Security Analysis and Valuation: Analysis and Valuation of Debt and Equity, Types and features of debt instruments, bond terminology, bond pricing, bond yields, risk in debt, interest rate risk,

UNIT III (13 Contact Hours) Equity valuations: balance sheet valuation, dividend discount model, earnings multiplier approach, and equity portfolio management, Fundamental analysis, Technical analysis, Efficient market hypotheses,

UNIT IV (10 Contact Hours) Introduction to Portfolio Theory: Portfolio Management approaches: traditional and modern (Markowitz), Capital Asset Pricing Model (CAPM), Arbitrage Pricing Model (APM), Markowitz

UNIT V (10 Contact Hours) Strategy Review, Evaluation and Control- financial and operations audit, surveillance and assessment systems, Cases in Strategic management

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Fisher and Jordan ,Security Analysis & Portfolio Management , PHI.
- S. Kevin ,Portfolio Management , Prentice Hall India
- Prasanna Chandra ,Investment Analysis and Portfolio management , Tata McGraw Hill
- Alexander, Sharpe, Bailey, Fundamentals of Investment – Pearson / PHI
- Reilly , Investment Analysis & Portfolio Management , Thomson / Cengage Learning

BULDE727			Managing Risk through Financial Derivatives			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: To understand the use of basic types of derivative instruments and hybrids in the context of financial risk management by firms and financial institutions.

CLO2: To develop competencies in pricing, hedging and trading strategies of forwards & futures.

CLO3: To develop competencies in pricing, hedging and trading strategies of options.

CLO4: To identify, measure and manage the financial risk.

COURSE CONTENTS

UNIT I (10 Contact Hours) Introduction to Financial Derivatives, Evolution of commodity, currency, stocks and interest rate derivatives, Growth of Financial Derivatives in India,

UNIT II (13 Contact Hours) Types of Derivatives; Forwards, Futures, Options, Swaps and other sophisticated derivatives, trading mechanism of different derivatives products

UNIT III (13 Contact Hours) Risk Management using forwards and futures: application of forwards and futures in Hedging, speculation and arbitrage, pricing of futures and forwards

UNIT IV (10 Contact Hours) Options: factors affecting options pricing, pricing of options, option trading strategies, risk hedging through options. UNIT V (10 Contact Hours) Introduction to Risk management & Derivatives, Risk management Process, Risk identification-Market Risk Liquidity, interest rate, forex, credit, operational, Capital and reputation Risk : Risk Measurement and

Risk Management, Contemporary developments in derivatives and Some major derivatives scams.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- John Hul, Options, Futures and Other derivatives, Prentice

- R.Stafford Johnson, Introduction to Derivatives: Options, Futures and Swaps, Oxford
- Jayanth Rama Varma, Derivatives and Risk Mgt., McGraw Hill
- Robert W.Kolb, James A. Overdahl, Financial Derivatives, Wiley
- Marshall and Bansal, Financial Engineering; A Complete Guide to Financial Innovation, Eastern Economy.

BULDE729			Financial Markets and Institutions in India			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Develop an understanding of financial system

CLO2: Understand the different aspects and components of Capital Market.

CLO3: Know the different aspects and components of Money Market

CLO4: Enable them to take the rational decision in financial environment.

COURSE CONTENTS

UNIT I (10 Contact Hours) Financial System: Introduction, Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System in Economic Development, Financial Sector Reforms.

UNIT II (13 Contact Hours) Capital Market: Constituents, Functions, Capital Market instruments, New issue Market, Private Placement, Secondary Market: Stock Exchange; Rules & Regulation of Trading & Settlement, Listing of Shares, Depositories System, Securities and Exchange Board of India, Regulation and Investor Protection, Stock Market Reforms.

UNIT III (13 Contact Hours) Money Market: Constituents and functions, Types of Money Market, Government Security Market, Money Market Instruments, Regulations of the Money Market in India.

UNIT IV (10 Contact Hours) Financial Institutions: Banking, securities and insurance sector financial institutions, role of central bank in financial markets UNIT V (10 Contact Hours) Changing role of International and multilateral financial institutions and contemporary developments in domestic and international financial markets

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Eitman, Stonehill, Mofett and Pandey, Multinational Business Finance, Pearson
- Jeff Madura, Financial Markets and Institutions, Cengage
- Alan C. Shapiro, Multinational Financial Management, Wiley
- Frank Fabozzi, Franco Modigliani, Frank Jones, Foundations of Financial Markets and Institutions, Pearson
- Peter Howells, Financial Markets and Institutions, Pearson

BULDE731			International Financial Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Understand international capital and foreign exchange market.

CLO2: Identify and appraise investment opportunities in the international markets.

CLO3: Identify, measure and manage the foreign exchange risk.

CLO4: Develop in-depth understanding of Foreign Direct Investment.

COURSE CONTENTS

UNIT I (10 Contact Hours) International Financial Management; Study of International Finance – Its Importance, Nature and Scope of IFM, IFM versus Domestic Financial Management, International Flow of Funds: Balance of Payment; Structure of Balance of Payment, Equilibrium, Disequilibrium – Adjustment, Different approaches to adjustment, Development In International Monetary System: Special Commodity standard – Gold standard – Britton woods System – International Liquidity.

UNIT II (13 Contact Hours) Exchange Rate Mechanism; Exchange Rate Quotations – Nominal, Real and Effective Exchange Rates, Determination of exchange rate in the spot market, Factors Influencing exchange rate.

UNIT III (13 Contact Hours) Foreign Exchange exposure: Measurement and Management of Transaction exposure, Measurement & Management of Translation exposure, Measurement & Management of Economic exposure. Management of political Exposure and Management of Interest rate exposure.

UNIT IV (10 Contact Hours) Foreign exchange risk Management: Hedging against foreign exchange exposure, Forward market, Futures Market Role of options Market, Currency Swaps-Interest rate Swap- Cross currency Swaps, Hedging through currency of invoicing, Hedging through mixed currency invoicing, Hedging through selection of supplying country

UNIT V (10 Contact Hours) Foreign Direct Investment; Theories of FDI , Costs and Benefit of FDI – Strategy for FDI Merger and Acquisition, International Financial Market Instruments, International Equities, International Bonds, Short term and Medium – term Instruments. International capital markets and portfolio diversification.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- P G Apte, International Finance-A Business Perspective – TMH
- Copland, Exchange Rate & International Finance – Pearson, PHI
- Alan C. Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd
- Jeff Madura, International Financial Management, Thomson Publications.
- Maurice D. Levi, International Finance, Tata Mc Graw-Hill, New Delhi

BULDE733			Financial Analytics and Applications			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: To equip the students with ability to carefully select and process the raw financial data.

CLO2: To cover all the key aspects of statistical and Big Data analytics necessary for correctly predicting the investment and financing decisions.

CLO3: To introduce the students with the operational details of application software's like R and MS Excel.

CLO4: to formulate advance research modeling for different problems of business management.

COURSE CONTENTS

UNIT I (10 Contact Hours) Using Excel to Summarize Data, Slicing and Dicing Financial Data with PivotTables, Excel Charts to Summarize Marketing Data. Excel Functions to Summarize Data, Pricing Analytics, Risk based pricing, Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing.

UNIT II (13 Contact Hours) Descriptive Analytics, Data Exploration, Dimension Reduction and Data Clustering Geographical Mapping, Market Basket Analysis. Predictive Analytics Fraud Detection Churn Analysis Crime Mapping, Content Analytics Sentiment Analysis UNIT III (13 Contact Hours) Forecasting Analytics Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming, Forecasting, Simple Regression and Correlation Multiple Regression to forecast sales. Modelling Trend and Seasonality Ratio to Moving Average Method, Winter's Method.

UNIT IV (10 Contact Hours) Introduction to R for analyzing financial data and implement financial models. Process of Data analytics using R: obtaining publicly available data, refining such data, implement the models and generate typical output, Prices and individual security returns

UNIT V (10 Contact Hours) Introduction to R for analyzing financial data: Portfolio returns, Risks, Factor Models

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Analysis of Economic Data, Gary Koop, (4th Edition), Wiley.
- Statistics and Data Analysis for Financial Engineering: with R examples; David Ruppert, David S. Matteson, Springer.
- Analyzing Financial Data and Implementing Financial Models Using 'R', Ang Clifford, Springer.
- Microsoft Excel 2013: Data Analysis and Business Modeling, Wayne L. Winston, Microsoft Publishing

BULDE735	Advances in Sustainable Finance	Pre-Requisites	
L-T-P		Co-requisites	

L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1: Examine how sustainability issues affect management decisions by corporate and apply the key sustainable finance concepts to real world sustainability-related issues in finance.

CLO2: Understand international agreements on sustainability and their implications for business and economy CLO3: Describes the role that regulation and industry initiatives (self-regulation) play in shaping sustainable finance and assess ESG Risk Management.

CLO4: Explain Carbon pricing mechanism and sustainable financing and investment decisions.

COURSE CONTENTS

UNIT I (10 Contact Hours) Introduction to Sustainable Finance; International Agreements on Climate Change and Sustainable Development; Sustainable Development Goals and importance of sustainable finance. Corporate Governance and Corporate Social Responsibility UNIT II (13 Contact Hours) Key actors in Sustainable Finance; Introduction to Environmental, Social and Governance (ESG) Risk Management; The Task Force on Climate-related Financial Disclosures (TCFD), Case study discussion and presentation

UNIT III (13 Contact Hours) Sustainable Finance: Policy and Regulation; An overview of Responsible and sustainable Investments; Principles of Responsible Banking and Sustainable Insurance, Case study discussion and presentation

UNIT IV (10 Contact Hours) Sustainable Finance Strategies and Products; The Five Pillars of Sustainable Finance; Green Bonds, Green Loans and Performance-based Instruments

UNIT V (10 Contact Hours) Financial and Sustainability (Impact) Reporting and Communication; Carbon Pricing and trading; Renewable Energy Financing; Case study discussion and presentation

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Dirk Schoenmaker and Willem Schramade: 2018, Principles of Sustainable Finance., OUP Oxford Publications.
- Alan S. Gutterman, 2021: Sustainable Finance and Impact Investing, Business Expert Press
- Carlos Vargas 2021: Sustainable Finance Fundamentals, Routledge
- Sonia Labatt and Rodney R. White, 2011. Carbon Finance: The Financial Implications of Climate Change, Wiley Publications, ISBN: 978-1-118-16115-9
- Mirjam Staub-Bisang, and Mirjam Staub-Bisang. 2012. Sustainable Investing for Institutional Investors: Risks, Regulations, and Strategies, Wiley Publications

BULDE737				Strategy and Innovations		Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1. Understand the difference between organizational resources and capabilities.

CLO2. Comprehend how resources are transformed into capabilities.

CLO3. Analyze how core competencies serve as a basis for competitive advantage.

CLO4. Examine issues relating to sustainability of competitive advantage.

COURSE CONTENTS

UNIT I (10 Contact Hours) Resources and capabilities, Resources as the basis for capability formation, Types of resources and capabilities, UNIT II (13 Contact Hours) Functional capabilities and cross functional capabilities, Operational versus strategic capabilities

UNIT III (13 Contact Hours) Transforming resources into capabilities, Evolutionary nature of capability formation, Path-dependence and cumulative change, the role of strategic vision and leadership

UNIT IV (10 Contact Hours) Core competence and competitive advantage, Distinctive capabilities as basis of superior profitability, Role of tacitness, Core competencies and core rigidities

UNIT V (10 Contact Hours) Sustainability of competitive advantage, Incremental and disruptive innovation, Guarding against

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Barney, J.B. (1991). Firm resources and sustained competitive advantage (Vol 17). Journal of Management.
- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). Economics of strategy (6th Ed.). John Wiley
- Cyert, R. M., & March, J. G. (1963). A behaviour theory of the firm. Upper Saddle River, NJ, US: Prentice Hall/Pearson Education.
- Grant, R. M. (2015). Contemporary strategy analysis: Text and Cases (8th ed.). Wiley.
- Porter, M. E. (2004). Competitive strategy. New York: Simon & Schuster.
- Prahalad, C.K. & Hamel, G. (1990). The core competence of the corporation. Harvard Business Review. Note

BULDE739			Mergers and Acquisitions			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

- CLO1 Able to understand the various methods available for corporate restructuring as a mode of consolidation.. CLO2. Able to do valuation of various tangible and intangible assets.
CLO3. Able to understand various tax aspects associated with the corporate restructuring.
CLO4. To understand merger and amalgamation.

COURSE CONTENTS

UNIT I (10 Contact Hours) Meaning of corporate restructuring- Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers Acquisitions-Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects.

UNIT II (13 Contact Hours) Merger and Amalgamation- Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account.

UNIT III (13 Contact Hours) Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units.

UNIT IV (10 Contact Hours) Financial restructuring-Reorganization of share capital, Internal Reconstruction, - accounting, financial and tax aspects. UNIT V (10 Contact Hours) Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Arzac, E.R. (2008). Valuation for Mergers, Buyouts and Restructuring (2nd Ed.). John Wiley and Sons, Inc.
- Brealey, Myers & Allen. (2018) Principles of Corporate Finance. (12th Ed.). McGraw Hill.
- Chandra P. (2015). Corporate Creation. New Delhi Tata Mc-Graw Hill.
- Damodaran, A. (2012). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. (2nd ed.). John Wiley and Sons, Inc.
- Damodaran, A. (2017). The Dark Side of Valuation. (2nd ed.): Financial Times Press.
- De Pamphilis, D.M. (2008). Mergers, Acquisitions, and Other Restructuring Activities. (4th ed.): Academic Press, Elsevier Inc.
- ICWAI. Financial Analysis & Business Valuation (Final study material). (Latest Editions)
- Gaughan, P.A. (2007) Mergers, Acquisitions and Corporate Restructurings (4th ed.): John Wileys& Sons.
- Hayward, R. (2015). Valuation: Principles into Practice (6th Ed.). Routledge
- Hunt, P.A. (2007). Structuring Mergers & Acquisitions: A Guide to Creating Shareholder Value. (3rd ed.): Wolters Kluwer, Law & Business, Aspen Publishers.
- Reed, S.F. Alexander, L. & Nesvold, H.P. (2007). The Art of M&A: A Merger Acquisition Buyout. (4th ed.). McGraw Hill.
- Rosenbaum, J. & Pearl, J. (2009) Investment Banking: Valuation, Leverages Buyouts, and Mergers & Acquisitions. John Wiley and Sons, Inc.

BULDE741			Strategic Entrepreneurship			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1. To develop strategies as entrepreneur

CLO2. To develop competitive advantage.

CLO3. To understand market dynamics.

CLO4. To understand platforms and ecosystems

COURSE CONTENTS

UNIT I (10 Contact Hours) Entrepreneurial Ideas and Decision-making,

UNIT II (13 Contact Hours) Entrepreneurial Competitive Advantage: Technology and Intellectual Property, Entrepreneurial Competitive Advantage: Customer Innovations

UNIT III (13 Contact Hours) Entrepreneurial Competitive Advantage: Founders, Organization, and Location, Internal analysis, external analysis, Industry analysis.

UNIT IV (10 Contact Hours) Market Dynamics: Incumbent Blind Spots, Rivals, and Competition and Collaboration, Disruption and entrepreneurial strategy UNIT V (10 Contact Hours) Value Beyond the Firm: Platforms and Ecosystems, strategic positioning and strategic renewal

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Entrepreneurial Strategy: Starting, Managing, and Scaling New Ventures Hardcover – Import, 20 July 2021 by Dean A. Shepherd (Author), Holger Patzelt (Author)
- Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth, and Reinvention- Lisa K. Gundry DePaul University, USA
- Jill R. Kickul - University of Southern California, USA 424 pages | August, 2006 | SAGE Publications, Inc

BULDE743			Corporate Governance and Practices			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

CLO1. To do corporate planning

CLO2. To develop corporate strategies.

CLO3. To understand how to organise corporate plans.

CLO4. To assess, Social and Ethical Issues in Corporate Planning

COURSE CONTENTS

UNIT I (10 Contact Hours) Corporate planning - concept, nature, process, benefits and Pre-Requisites of corporate planning

UNIT II (13 Contact Hours) Techniques of Corporate Planning, Defining the Business and its Mission, Objectives

UNIT III (13 Contact Hours) Corporate Strategy, Nature and Scope of Corporate Policy, Tactics. Concept and Meaning of Corporate Policy ,Features of Corporate Policy ,Determinants of Corporate Policy ,Scope of Corporate Policy , Policy Formulation Process ,Classification of Corporate Policy , Importance of Corporate Policy

UNIT IV (10 Contact Hours) Organising the Corporate Planning Function, Implementation of corporate plan, evaluation of corporate plan UNIT V (10 Contact Hours) Corporate Planning in India, Social and Ethical Issues in Corporate Planning

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Corporate Planning and Policy Authored By Gupta CB (Dr) ,Publisher: Sultan Chand & Sons ,Publishing Year: 2007
Business Policy –Azhar Kazmi –S.Chand&Co. New Delhi
- Strategic Management : Concepts & Cases – Upendra Kachru, Excel Books.
- Strategic Planning: Formulation of Corporate strategy – V.S. Ramaswamy, S. Namakumari- Macmillan Publishing House Ltd.
- Management Policy & Strategic Management – R.M.Shivastava, Himalaya Publishing House, Mumbai. •
Creating Excellence – Craig R. Hickman & Michael A. Silva – London Univeral Book Stall, New Delhi.

BULDE745			Creating Strategic Alliances			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

- CLO1. to arm you with a set of tools to facilitate the selection of an appropriate alliance strategy in a given situation; and
CLO2. to provide you with frameworks to help the initiation and implementation of different kinds of partnerships.
CLO3. To manage alliance networks.
CLO4. To understand global alliances

COURSE CONTENTS

UNIT I (10 Contact Hours) The Nature of Strategic Partnerships, Managing Strategic Alliances, Alliance formation: partner selection; location choice; cooperative activities (e.g. co-development, joint promotion, joint manufacturing);
UNIT II (13 Contact Hours) Managing Alliance Networks, Engaging in Strategic Outsourcing, Alliance design: governance structures; composition of the alliance management team; alignment of incentives for team members; inter- and intra-organizational routines
UNIT III (13 Contact Hours) Building Alliance Capabilities and Organizations, Embarking on Joint Ventures, Alliance management: partner coordination; means to control partners' behavioral risk; task vs. relational management; performance evaluation; alliance renewal
UNIT IV (10 Contact Hours) Structuring and Implementing Alliances, Determining Integration Strategies, portfolio design and management; multi-partner alliances; multi-market cooperation/competition; learning through alliance portfolios etc
UNIT V (10 Contact Hours) Global Alliances by Emerging-Market Multinationals, Leadership in alliances

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Alliances - An Executive Guide to Designing Successful Strategic Partnerships by A de Man (Author) •
Handbook of Strategic Alliances, Edited by: Oded Shenkar& Jeffrey J. Reuer Publisher

BULDE747			Technology Management and Innovation			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successfully completing this course, the participants will be able to:

- CLO1: To understand the role of technology and innovation in driving business growth and competitiveness.
CLO2: To explore strategies for managing technology and fostering innovation in organizations.
CLO3: To develop skills for managing innovation processes and intellectual property.
CLO4: To examine the impact of emerging technologies on business models and industries.

COURSE CONTENTS

UNIT I (10 Contact Hours) Introduction to Technology Management and Innovation: Concepts of technology and innovation, Role of technology in business strategy and competitive advantage, Technology life cycle with Technology development cycle

including Research and development, Scientific demonstration, System deployment and Diffusion, Innovation types: Incremental, radical, disruptive, and open innovation, National Innovation Systems including innovation system theory, innovation and technology development. Case Study: Innovation strategies of Indian companies

UNIT II (13 Contact Hours) Technology Adoption and Diffusion: Technology adoption Curve and models, Rogers' Diffusion of Innovations, theory of planned behaviour and the unified theory of acceptance and use of technology, Factors influencing technology adoption in India, Challenges of technology transfer and diffusion in developing economies, Role of government policies in promoting technology adoption, Make in India and Digital India. Case Study: Adoption of digital payment technologies in India

UNIT III (13 Contact Hours) Managing Innovation Processes: Innovation process, The Lean Startup Model, The Stage-Gate Model, Design Thinking, Open Innovation Model, Blue Ocean Strategy, Theory of Inventive Problem Solving, Role of R&D in innovation, Managing creativity and ideation in organizations, Open innovation and collaboration with startups. Case Study: Innovation at Indian startups

UNIT IV (10 Contact Hours) Intellectual Property Rights (IPR) and Technology Commercialization: Overview of IPR: Patents, trademarks, copyrights, and trade secrets, IPR laws and regulations in India, Strategies for technology commercialization and licensing. Case Study: IPR disputes in the Indian pharmaceutical industry

UNIT V (10 Contact Hours) Emerging Technologies and Business Model Innovation: Overview of emerging technologies: AI, IoT, blockchain, and renewable energy, Impact of emerging technologies on industries and business models, Digital transformation and Industry 4.0. Case Study: Digital transformation in Indian banks

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Schilling, M. A. (2020). Strategic Management of Technological Innovation (6th ed.). McGraw-Hill Education.
- Tidd, J., & Bessant, J. (2020). Managing Innovation: Integrating Technological, Market and Organizational Change (7th ed.). Wiley.
- Burgelman, R. A., Christensen, C. M., & Wheelwright, S. C. (2008). Strategic Management of Technology and Innovation (5th ed.). McGraw-Hill.
- Kumar, N., & Puranam, P. (2011). India Inside: The Emerging Innovation Challenge to the West. Harvard Business Review Press.
- Kapoor, R., & Klueter, T. (2015). Decoding the Dynamics of Indian Innovation. Stanford University Press

BULAE601			Statistical Methods for Decision Making			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

- CO1: To explain basic and advance statistical concepts in the applied form with real time problems of business world. CO2: Based on the acquired knowledge, to interpret the meaning of the estimated statistical parameters/indicators independently for effective policy formulation.
- CO3: To apply different measuring and relevant tools/ methods for data cases & real time business problems, compute and analyze the results of different estimations/models with hands on experience.
- CO4: To apply knowledge to solve simple tasks using computer and be able to perform a basic statistical modelling using computer software like SPSS/GRETL/E-Views.

COURSE CONTENTS

UNIT I (10 Contact Hours) Collection of Data, Presentation of Data, Measures of Central tendency, Measures of variation and Skewness. Types of Correlation - Measures of Correlation – Properties & types, Partial & Multiple Correlations and applications. Regression analysis - Multiple Regression Analysis and applications.

UNIT II (10 Contact Hours) Time Series Analysis, Components Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting, Methods of Business Forecasting. Simulation and bootstrapping.

UNIT III (12 Contact Hours) Basic Concepts of probability, discrete probability Distributions. Sampling methods, Sampling Distribution. Classification of index numbers, Base year and current year - Chief characteristics of index numbers - Main steps in the construction of index numbers, Methods of Computation

UNIT IV (12 Contact Hours) Testing of Hypothesis, Testing Hypothesis - Null and alternate hypothesis - Interpreting the level of significance - Hypotheses are accepted and not proved, selecting a Significance Level - Preference of Type-I error - Preference of Type-II error. Statistical quality control process and applications

UNIT V (12 Contact Hours) Functions and Programmes; Applications of Set theory; Basics of Calculus and Applications; Matrix algebra and applications.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Gupta S.P. and Gupta M. P., Business Statistics, Sultan Chand
- Levin Richard I & Rubin David, Statistics for Management, Prentice Hall of India.
- Narag A .S. Linear Programming and Decision-Making, Sultan Chand & Sons.
- Stephen K.C., Harper and Row, Applied Business Statistics- Text Problems & Cases.
- Chadha N.K., Statistics for Behavioral and Social Sciences, Reliance Publishing House.
- Kazmior L.J and Phol N.F., Basic Statistics for Business & Economics, McGraw Hill.
- Sharma, J.K., Fundamentals of Operations Research, Macmillan.
- TerySineich, Collior, Business Statistics by Examples, Macmillan.

BULDC601			Financial and Management Accounting			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: have fair understanding of basic concepts of Financial Accounting

CLO2: apply cost accounting principles in the preparation of cost sheet.

CLO3: use various management accounting techniques for decision making.

CLO4: Discuss the ethical constraints that guide a manager in pursuing his/her ultimate goal of maximizing the value of the firm.

COURSE CONTENTS

UNIT 1: Introduction to Financial Accounting (10 Contact Hours) Elements of Financial Statements, Key Stakeholders of Financial Accounts of Business, Financial Accounting vs. Management Accounting Principles, Accounting Cycle and Preparation of Financial Statements using Accounting Cycle. Unit II: Introduction to Management Accounting (10 Contact Hours) Basic Concepts –Definition of Management / Managerial Accounting – Scope of Management Accounting – Management Accounting vs Cost Accounting – Cost Concepts –Product & Period Cost – Controllable and Non-Controllable Cost- Conversion Cost – Committed Cost- Financial & Non-financial costs – Classification of Cost – Element wise – Function wise – Behavior wise – techniques for separation of Costs

Unit III Cost Management (12 Contact Hours) Cost Management – with respect of Material Cost – Labour Cost and Overheads Management & Cost Ascertainment – Preparation of Cost Sheet & Product / Service Pricing

Unit IV Techniques for Decision Making & Cost Control (12 Contact Hours) Techniques for Decision Making – Marginal Costing – BEP & CVP Analysis –Techniques for Cost Control & Cost Management – Standard Costing – Variance Analysis – Management by Exception through Variance Reporting

Unit V Strategic Planning & Control (12 Contact Hours) Budget & Budgetary Control & Expenditure Monitoring. Contemporary Development & Reporting System in Management Accounting – Activity Based Costing – Activity Based Management – Lifestyle Costing – Target Costing – Throughput Accounting – Balance Scorecard – Just-in-Time – Cost & Management – Audit as a tool for Efficiency Management & Reporting – Predicting & Preventing Corporate Failure

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education, India.
- Accounting-Text and Cases, 13e, Robert Newton Anthony, David F Hawkins, Kenneth A Merchant, (AHM), McGraw Hill Education
- Advanced Management Accounting – Robert Kaplan & Anthony A Atkinson – Pearson
- Cost & Management Accounting – Duncan Williamson – Prentice Hall of India
- Modern Management Accounting – A Strategic Emphasis – D. Mukhopadhyay – Asian Books (P) Ltd.
- Management & Cost Accounting – Collin Dury – Cengage Learning
- Management Accounting – Don R. Housen & Maryanne M. Mowen – Cengage Learning
- Introduction to Management Accounting – Charles T. Horngren, Gary L. Sundem & William O. Stratton, Prentice Hall of India
- Cost Accounting – A Managerial Emphasis – Charles T Horngren, Srikant M. Dattar & George Foster – Prentice Hall of India
- Cost Accounting – Theory & Practice – Bhabotosh Banerjee - Prentice Hall of India
- Advance Management Accounting – Ravi M, Kishore – Taxmann
- Cost Accounting – Principles & Practice – B.M. Lau Nigam & I.C. Jain – Prentice Hall of India

BULDC603			Managerial Economics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Students will be able to understand the concepts.

CLO2: Students will be able to think in the terms of a professional economist.

CLO3: Students will be able to solve stylized quantitative questions in a business and economic context. CLO4: Students will be able to appraise, understand and use information captured from economic articles and debates published or telecasted in serious print and electronic media.

COURSE CONTENTS

UNIT I (10 Contact Hours) Nature and scope of Managerial economics; Demand and supply; factors determining demand and supply; law of demand and supply; market equilibrium; application of equilibrium price in business and pricing decision.

UNIT II (10 Contact Hours) Demand functions: linear and non-linear; elasticity of demand; demand forecasting. Firm and industry; firm and its goals; time elements; production function; long run and short run, fixed and variable inputs; law of production; expansion path of output. Efficiency vs. effectiveness.

UNIT III (12 Contact Hours) Cost analysis: concepts, short and long run cost output relationship; economies and diseconomies of scale. Price output decision under perfect competition, monopoly, discriminating monopoly, monopolistic competition, and oligopoly. Applications & concepts of different market scenarios and case analysis.

UNIT IV (12 Contact Hours) Marginalist controversy, Average cost theory, and its applications in corporate world. Managerial Approaches Sales maximization theory vs. profit maximization approach.

UNIT V (12 Contact Hours) Bain's limit pricing theory of price determination followed by Marris and Williamson approaches.

Behavioral Approach of Cyert and March to determine managerial decision making. Effectiveness of Monetary and Fiscal policies Business Cycles- types, nature, patterns & causes of business cycles.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Managerial Economics and Business Strategy, Michael Baye, Jeffry T. Prince, McGraw Hill
- Managerial Economics, Ivan Png, Routledge.
- Managerial Economics, Mark Hirschey, Cengage Learning
- Managerial Economics: Stephen G. Assessment, William F. Samuelson; Wiley.

BULDC605			Marketing Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand and apply the concepts of marketing in the organizations.

CLO2: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken. CLO3: Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts. CLO4: Develop the ability of decision making.

COURSE CONTENTS

UNIT I (10 Contact Hours) Definition & Concepts of Marketing Management, Marketing Mix, Extended Marketing Mix, Holistic marketing, Value concept of Marketing Customer Value Delivery process, Value based models of marketing, Scanning Marketing Opportunities. UNIT II (10 Contact Hours) Customer Insight and Market Insight: Dynamics of competitors, Company and Complimentary, Marketing research, Introduction to Marketing metrics.

UNIT III (12 Contact Hours) Segmenting, targeting and Positioning: Product characteristics and Product Mix Product Life Cycle and product strategies, Product differentiation and design.

UNIT IV (12 Contact Hours) Price: Setting the price, Pricing components, and strategies, Marketing through Distribution channel, Channel Design, Retailing and Wholesale, Managing Services and Customer Services.
UNIT V (12 Contact Hours) Branding and Positioning; Promotion Mix; Integrated Marketing communication, Concepts of Direct marketing; Network marketing; Introduction to Social media marketing and Digital marketing.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Capon Noel and Singh Sidhartha S.; Managing Marketing, An Applied Approach, Wiley India • **Kotler** Philip T. and Keller K. Lane Marketing Management, with Indian cases, 15th Edition, Pearson Education, India • Govindrajan M., Marketing management: Concepts, Cases, Challenges and Trends, PHI Learning Pvt. Ltd. New Delhi • Tybout M Alice & Calder J. Bobby, Kellogs on Marketing, John Wily & Sons, NY
- Applied Case Studies in Marketing, S Shajahan, Primus Books, New Delhi
- Marketing Concepts and Cases, Etzel, Walker et. al, Tata McGraw Hill, New Delhi

BULDC607			Organizational Behaviour			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the management concept and how functions.

CLO2: Understand behavior of the individuals at individual including attitudes, learning, personality, perception, and motivational theories.

CLO3: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CLO4: Understand the organizational system, including organizational structures, culture, and change.

COURSE CONTENTS

UNIT I (10 Contact Hours) Management: Nature & Functions; Development of management thoughts; Planning, Organizing, Staffing, Directing, And Controlling; Coordination and Cooperation, Techniques for effective coordination.

UNIT II (10 Contact Hours) Challenges and Opportunities for OB, OB Model; Foundations of Individual Behaviour: Learning, Attitudes, Personality, Perception, Emotional Intelligence.

UNIT III (12 Contact Hours) Motivation Theories and Applications. Foundations of Group Behaviour: Group Development; Group Behaviour; Sociometry. UNIT IV (12 Contact Hours) Conflict management. Transactional analysis; Johari Window; Organization as a system: Organizational Change; Organizational Culture.

UNIT V (12 Contact Hours) Organizational Development; Stress management. Case Studies, Role Plays, Activities.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, , Pearson
- Robbins, Judge, Sanghi, Organizational Behaviour, Pearson
- Greenberg et al., Managing Organizational Behaviour, Phi
- Fred Luthans, Organisational Behaviour, TMH

BULDC609			Contemporary Environment for Managers			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Distinguish between micro and macro environmental factors.

CLO2: Explain economic and non-economic environments in India.

CLO3: Understand the effect of various government policies, regulations and laws on the business environment.

CLO4: Formulate Strategies of conducive business environment.

COURSE CONTENTS

UNIT I (10 Contact Hours) Business Environment: Meaning, nature and scope, economic and non-economic environment; internal and external environment. Scanning of environment – importance, methods and techniques of scanning. Impact of social, legal, economic, political and technological environment on business, Impact of demographic profile on business.

UNIT II (10 Contact Hours) Economic Environment of Business: Economic environment – Economic and non-economic environment – recent developments in Indian Economy. Economic development of India. Union Budget– deficit Budgets, budget -deficit and debt. UNIT III (12 Contact Hours) Non – Economic Environmental Factors: Non-Economic and Natural environment; environmental protection and sustainable development – environmental degradation-environmental, Environmental Legislations, Environmental policy – instruments, global warming.

Global Business Environment: Environment in developed, developing and emerging countries – WTO; agreements and issues:

Global outsourcing; MNCs and FDIs. India tryst with FTA's. Contemporary issues; financial crisis, world-wide recession, sovereign debt crisis, dumping of goods – anti dumping measures. Global business ethics and values. UNIT IV (12 Contact Hours) Regulatory Environment: Industrial policy – export import policy – trade liberalization – industrial (D&R) act; industrial licensing – competition Law – consumer protection act – its key provisions. Natural Environment: Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development

UNIT V (12 Contact Hours) Definition of Corporate Governance, The OECD Principles of Corporate Governance States, Benefits of Corporate Governance, Need for Corporate Governance, Principles of Corporate Governance, SEBI Code of Corporate Governance, Corporate Governance – Historical perspectives in India.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Dutta R and Sundharam K.P.M Indian Economy, S. Chand, Delhi
- Misra S.K. and Pury V.K., Indian Economy, Himalaya Publishing House, New Delhi
- Francis Cherunillam, Business Environment, Himalaya Publishers.
- K. Aswathappa, Essentials of Business Environment, Himalaya Publishers.
- P.K. Dhar, Indian Economy Growing Dimensions, Kalyani Publishers
- George A and Steiner G A, MacMillan Business, Government and Society
- Kuchhal S.C Industrial Economy of India. Chaitanya Publishing House, Allahabad.

BUMAE604			Research Methods with SPSS and MS-Excel			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Enable defining and formulating research approaches towards obtaining solutions to practical problems

CLO2: Demonstrate the ability to choose methods appropriate to research aims and objectives;

CLO3: Develop skills in qualitative and quantitative data analysis with the use of SPSS and MS-Excel;

CLO4: Facilitate development of scientific oral and written communication skills

COURSE CONTENTS

UNIT 1 (10 Contact Hours) Definition and importance of research in business and management; Types of research; Research design; Data Collection Methods; Measurement scales

Unit II (10 Contact Hours) Data cleaning; Measures of central tendency; Graphical representation of data using Excel and SPSS; Interpreting charts and graphs for business analysis

Unit III (12 Contact Hours) Sampling techniques: Random, Stratified, and Systematic Sampling; Formulating null and alternative hypotheses; T-tests (One sample, Independent, and Paired samples) and ANOVA (One-way and Two-way) using SPSS for t-tests and ANOVA; Using Excel Data Analysis

Unit IV (12 Contact Hours) Pearson's correlation coefficient and its interpretation; Simple Linear Regression and Multiple Regression Analysis; Using MS Excel for regression analysis (Data Analysis Toolpak); Time series forecasting, Model building using regression

Unit V (12 Contact Hours) Strategic Planning & Control: Chi-Square Test for independence; Factor Analysis and

its application in data reduction; Reliability Analysis; Preparing a research report: Structure and components; Interpreting statistical results for business decision making; Presentation of findings through Data visualization

NOTE:	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments.
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Reference Books

- Thomas Cleff, Applied Statistics and Multivariate Data Analysis for Business and Economics: A Modern Approach Using SPSS, Stata, and Excel, Springer International Publishing
- Martin Lee Abbott, Understanding Educational Statistics Using Microsoft Excel and SPSS, Wiley

BULAE602			Marketing Decision Making			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the dimension of marketing problems and issues and how decision is taken at national and global level.

CLO2: Able to grasp the practical situations and design the solutions for marketing problems.

CLO3: Leant about retailing and its contribution in economic development.

CLO4: Learn about sales management and decision making.

COURSE CONTENTS

UNIT I (10 Contact Hours) Strategic Planning and its characteristics; Marketing Process and Marketing Plan; Organizational Marketing and its components; Conducting marketing research – Process and Barriers; Competitive Intelligence System; MKIS, DSS, MIS; Demand Forecasting and Measurement.

UNIT II (10 Contact Hours) Global Marketing Strategies – Selecting a Potential Market, Impact of Global Environment, Methods of entering in new markets; types of marketing organization; developing global marketing strategies; Ethical and Social dimensions in marketing. UNIT III (12 Contact Hours) Marketing of services – types and strategies; market budget and costs – steps in marketing cost analysis, customer profitability analysis, production and efficiency; New Product Development – challenges, stages, managing brands: brand value, types, branding strategic decisions, brand equity, packaging and labelling.

UNIT IV (12 Contact Hours) Retailing – types of retailers, different types of formats; Franchising – process and types; Decisions and issues in retailing; global trends; Promotion Mix – Integrated Marketing Communication – Advertising, Budgeting, Benefits and issues, developing communication programs.

UNIT V (12 Contact Hours) Personal Selling and Sales Management: Sales force management, Selling Process, Sales budget and Sales quota, defining Sales Territory, Sales meetings and contests.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Malhotra Naresh K., Marketing Research: An Applied orientation, 2007, 7th Edn. Pearson Education, New Delhi
- Tybout M Alice & Calder J. Bobby, Kellogs on Marketing, John Wily & Sons, NY
- Saxena Rajan, Marketing Management, Tata McGraw Hill, New Delhi
- Kumar V, Profitable Customer Engagement: Concept, Metrics and Strategies, Sage Publications Pvt. Lts, New Delhi, India

BULAE604			Decision Models and Optimization			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Are exposed to the various issues related to qualitative and quantitative techniques of optimization. CLO2: Develop skills to formulate and apply the techniques of optimization and simulation to solve problems of business world. CLO3: Able to

formulate decision models to solve real life problem and proficiently allocating scarce resources to optimize the objective function.

CLO4: Are exposed to the strategies to be played to compete in competitive business world.

COURSE CONTENTS

UNIT I (10 Contact Hours) Linear programming: general structure, formulation of product mix problems. Graphical and Simplex algorithm application for optimum solutions, Duality & Sensitivity analysis. Transportation models and optimum solution, Assignment models: Hungarian algorithm.

UNIT II (10 Contact Hours) Non-Linear Programming, Optimization Models: Quadratic Programming. Integer Linear Programming- problems & applications. Goal Programming, Queuing system and introduction to stochastic processes, Measures of performance, Arrival and Service processes, Single server and multi-server models, channels in parallel with limited applications of Simple Queuing Decision Models.

UNIT III (12 Contact Hours) Network Models: Shortest Path Models Project Scheduling Models, Decision Analysis: Decision-making process, types of decision making environment: under certainty, under risk, under uncertainty, criteria of decision-making under uncertainty: criteria of decision-making under risk; Decision tree; Precision Tree, Add-in Decision making under risk; multistage decision problems.

UNIT IV (12 Contact Hours) Game theory: two-person zero sum and constant sum games, saddle point, probability, nature as a player, two-person zero sum games: mixed or randomized strategy equilibrium, domination, Graphical solution, Strategic form of prisoner's dilemma. Simulation and Optimization and applications. Simulation, Nature of simulation, simulation process, random number generation, decision noise and biasness.

UNIT V (12 Contact Hours) Dynamic Programming, multistage decision processes, Bellman's principle of optimality, Selective dynamic programming applications. Forecasting Models: Overview of Time Series Models, Moving Averages Models, Delphi Method, Expert Judgment Method, Exponential Smoothing Models, Econometric forecasting modeling.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Anderson, D.R. Sweeney, D.J. and Williams, T.A. An Introduction to Management Science, Thomson Publisher
- Ravindran, D. T. Phillips and James J. Solberg, Operations Research- Principles and Practice, John Wiley & Sons.
- Hamdy A. Taha, Operations Research-An Introduction, Prentice Hall,
- F.S. Hillier. G.J. Lieberman, Introduction to Operations Research- Concepts and Cases, Tata McGraw Hill.
- Vohra N.D, Quantitative Techniques in Management, Tata McGraw Hill
- Wayne Winston and Chris, Albright Practical Management Science.
- Stephen G. Powell, Kenneth R. Baker, Management Science, The Art of Modeling with Spreadsheets, John Wiley and Sons Inc.
- Hamdy A. Taha, Operations Research-An Introduction, Prentice Hall.
- S. Chandra, Jayadeva, Aparna Mehra, Numerical Optimization with Application, Narosa Publishing House.
- F.S. Hillier and G.J. Lieberman, Introduction to Operations Research- Concepts and Cases, Tata Mc Graw Hill.

BULDC602			Management of Organizations			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Demonstrate proficiency in fundamental human resources theories and concepts

CLO2: Demonstrate proficiency in applying the concepts to real world situations.

CLO3: Develop an understanding of the challenges of human resources management and successfully manage and resolve conflict.

CLO4: Employ analytical tools to assess HR related business problems and reach defensible conclusions.

COURSE CONTENTS

UNIT I (10 Contact Hours) Management: Nature & Functions; Development of Management thoughts; Functions of Management, Behavioural Issues in Management of Organizations, Understanding the fit between the individuals and management of organizations. UNIT II (10 Contact Hours) Managing Human Resources: HRM-concept and philosophy, Need for HRM-nature and scope, Job Analysis-nature and methods of collecting information, Corporate objectives and Human Resource Planning-concept need quantitative and qualitative dimensions, HRM in the changing environment.

UNIT III (12 Contact Hours) Staffing and Training: Recruitment and Selection, Methods of Manpower Search, Attracting and Selecting HR, Induction and Socialization, Manpower training and development- training need analysis, process, techniques, evaluation. UNIT IV (12 Contact Hours) Performance and Compensation Management: Performance Appraisal, 360-degree Feedback, Potential Appraisal, Career and Succession Planning, Compensation-Aim and components, Factors determining pay rates, Job Evaluation, an overview of performance incentives.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Dessler, Human Resource Management, PHI
- Mondy, Human Resource Management, PHI
- Gomez et al., Managing Human Resources, Pearson
- Aswathappa, Human Resource and Personnel Management, TMH
- Armstrong, Handbook of Human Resource Management Practices, Sage
- V.S.P. Rao, Human Resource Management, Excel Publisher
- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, Pearson

BULDC604			Corporate Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the strategic fit of finance function in overall corporate setting.

CLO2: Explain key corporate finance decisions and its implication on the value of the firm.

CLO3: Evaluate the projects and investment decisions by taking into consideration all relevant factors. CLO4:

Evaluate the various sources of corporate finance and choose the right financial mix and financing instruments.

COURSE CONTENTS

UNIT I: Introduction to Corporate Finance (10 Contact Hours) Various Forms of Organization, Corporations: Key Characteristics, Role of Financial Manager, The Objectives of Corporate Finance, Corporate Governance, The Time Value of Money.

UNIT II: Risk and Return Trade-offs (10 Contact Hours) Definition of Risk, Types of Risk, Measuring Portfolio Risk, Estimating Portfolio Risk and Return, The Relationship Between Risk and Return, Capital Asset Pricing Model, Estimation of Risk-Free Rate, Beta and Market Risk Premium. UNIT III: The Investment Decisions (12 Contact Hours) Estimation of Hurdle Rates for Firms and Projects, Estimating Earnings and Cash Flow on Projects, Investment Decision Rules, Investment Analysis: Additional considerations, Investment in Non-Cash Working Capital, Investment in Cash and Marketable Securities.

UNIT IV: The Financing Decisions (12 Contact Hours) Overview of Financing Choices, The Financing Process, The Financing Mix: Trade-off on Theories, The Optimal Financing Mix. UNIT V: The Dividend Decisions (12 Contact Hours) Dividend Policy, Analyzing Cash Returned to Stockholders, Beyond Cash Dividends: Buyback, Spinoffs and Divestitures.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Corporate Finance: Theory and Practice, 2e, Aswath Damodaran, Wiley Student Edition, 2009.
- Principles of Corporate Finance, 8e, Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty. Special India Edition, The McGraw Hill Company.

BULDC606			Supply Chain Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Gain knowledge of supply chain processes to manage global and local operations
 CLO2: Apply knowledge and skills to enhance efficiency and responsiveness of supply chains
 CLO3: Design suitable performance metrics for supply chain performance evaluation.
 CLO4: Understand the role of ICT in supply chain.

COURSE CONTENTS

Unit-I: Introduction to Supply Chain (10 Contact Periods) Introduction to Supply Chain Management, Importance of Supply Chain Management, Logistics Vs Supply Chain, Lean and Agile Supply Chain, Efficient Vs Responsive Supply Chain, Triple-A Supply Chain

Unit-II: Inventory & Transportation Management (10 Contact Periods) Inventory Management: Techniques, Control, Forecasting, Vendor Managed Inventory, CPFR. Transportation Management System, Multi-modal transportation, GPS and Intelligent Transport System

Unit-III: Facility Decisions (12 Contact Periods) Supply Chain Networking: Models and Channels, Risk Analysis, Reverse Supply Chains, Supply Chain Coordination, Supply Chain Visibility

Unit-IV: Suppliers and SC Performance (12 Contact Periods) Purchasing Vs Procurement, Make Vs Buy Decisions, Supplier Management, Kraljic Matrix., Supply Chain Performance Management: SCOR Model, Smart Supply Chains

Unit-V: Role of ICT in Supply Chains (10 Contact Periods) Information Management in Supply Chains, Technology and Smart Supply Chains, Global Supply Chains, Industry 4.0/5.0, Application of AI and Automation in modern Supply Chains

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Supply Chain Management: Strategy, Planning & Operation, 3e, Sunil Chopra and Peter Meindl, Pearson education, 2007.
- Business Logistics/Supply Chain Management, 5e, Ronald H Ballou, Pearson Education, 2006.
- Supply Chain Architecture: A Blueprint for Networking the Flow of Material, Information and Cash, William T. Walker, CRC Press, 2015.

BULAE701			Artificial Intelligence and Machine Learning for Managers			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To know the fundamental concepts and advanced techniques of AI and ML.

CLO2: Learning datasets by solving business functions using various software tools.

CLO3: Learn the applications of AI on different discipline areas.

CLO4: Learning business situations where the use of Analytics can become a powerful differentiator

COURSE CONTENTS

Unit I (10 Contact Hours) Artificial engineering and machine learning- emerging business models, Impact of AI technologies-Digital economy canvas, predictive analytics methodology, Data preparation for AI/ML- Imputation methods

Unit II (10 Contact Hours) Predictive modeling using regression- Business scenarios/ practices, Building explainable models using CART (Non-parametric), Predicting customer behavior (classification models) with less data, advance predictive models by using big data (non parametric)

Unit III (12 Contact Hours) Customer behavior analysis using segmentation; market basket analysis, statistical methods to create implicit scoring factors (FA and PCA), Neural networks and deep learning, descriptive analytics

Unit IV (12 Contact Hours) Practicing Machine learning- Heart disease prediction, product pricing, climate change analysis, taxi free prediction, targeted marketing, vehicular performance prediction, Linear and multiple regression, logistic and dummy variable regression, clustering K-means clustering, Hierarchical clustering,

Unit V (12 Contact Hours) Applications of AI/ML- Sentiment Analysis, Agile methodology, AI in financial systems, AI in supply chain, Building and driving the AI culture, leadership and change management for AI, Bayes theorem, conditional probability, creating random forest, entropy, developing a decision tree.

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Reference Books

- Mathew. Business Analytics for Decision Making. Pearsons
- Kumar. Business Analytics: The Science of Data - Driven Decision Making, Wiley Publication
- Jaggia,

BULAE703			Project Planning, Appraisal and Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: The student should be able to conduct analysis and understand the feasibility of the project.

CLO2: The student must be able to develop a project and design a project plan with different scenarios. CLO3: The student must be able to assess the time line and review

CLO4: To student must be able to evaluate the project with business outcomes.

COURSE CONTENTS

UNIT I (10 Contact Hours) Project Appraisal: Objective & Significance. Project Identification and Analysis: Preliminary screening and identification; Project life cycle; Market and demand feasibility study; Technical feasibility study; Financial feasibility study; Estimating cash flows; Measurement of cost of capital; Project appraisal criteria.

UNIT II (12 Contact Hours) Risk analysis – Types and measures of project risk; steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks Techniques of Risk Analysis – Simple estimation, Sensitivity analysis, Scenario analysis, Decision tree analysis, Monte Carlo simulation.

UNIT III (12 Contact Hours) Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS) Project selection; Project Implementation and Management: Project organization; Human aspects of project management.

UNIT IV (10 Contact Hours) Development of communication system for project implementation; Project direction, coordination and control; Network Analysis Project Evaluation: Objectives of project review and evaluation, Checklist for Project Evaluation, Performance indicators for evaluation, Abandonment analysis.

UNIT V (12 Contact Hours) Project Management Information System (PMIS), Planning of PMIS, Design of PMIS. Applications of Project Management Software, Common Features Available in Most of the Project Management Software; Emerging issues in Project Appraisal and Planning.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Jack Gido, James P. Clements, Project Management, Cengage
- Jeffrey K. Pinto, Project Management, Pearson
- Prasanna Chandra, Project Planning, Analysis, Financing, Implementing and Review, TMH
- Samuel Mantel, Jack Meredith, Project Management: A Managerial Approach, Wiley
- Clifford Gray, Erik Larson, Project Management, TMH.

BULDC701			Strategic Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Explore the conceptual foundations and frameworks for understanding strategy.

CLO2: Apply the concepts of strategic planning, formulation, implementation and control.

CLO3: Be able to comprehend the business situations and take decisions in the complex business environment. CLO4: Apply tools of strategic decision making in for designing grand strategy and generic strategy for different business situations.

COURSE CONTENTS

UNIT I (10 Contact Hours) Concept of Strategic management, Levels of Strategic Decision Making, Strategic Management Process, Vision, Mission, Policies and Objective, Strategic Intent, Competitive Advantage.

UNIT II (10 Contact Hours) Dynamics capabilities and Measures for analyzing competitive environment, External Analysis and internal analysis; Porter's five forces model; Matching Strategies: SWOT, BCG, TOWS, SPACE Matrix.

UNIT III (12 Contact Hours) Strategic integration, Grand Strategies: Strategic Alliance, Joint venture, Mergers Acquisition and Takeovers, Diversification, Grand Strategies: Strategic Turn-around, Divestiture, Grand Strategy Selection Matrix; Generic Strategy. UNIT IV (12 Contact Hours) Strategic implementation: Organization Structure and Leadership, resource allocation, structuring, re-engineering; HR issues, Change management with respect to strategy, Corporate Social responsibility as a Strategy.

UNIT V (12 Contact Hours) Strategic Evaluation and Control; Strategy Review, Strategic Evaluation and Control; Evaluation and Control- Financial and Operations Audit, Strategic Evaluation and Control; Surveillance and Assessment.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Pearce A John, Robinson Richard, Mittal Amita, Strategic Management: Formulation, Implementation and Control, Tata McGraw Hill.
- David R Fred, Strategic Management-Concept and Cases, PHI.
- Barney B Jay, Strategic Management and Competitive Advantage, Pearson Education.
- Mittal Amita, Cases in Strategic Management, TMH.
- Hussy David, Strategic Management: From Theory to Implementation, Butterworth Heinemann

BUL7281			Entrepreneurship			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Exposed to discern different entrepreneurial traits & understand the basic development of entrepreneurship as a profession & business models.

CLO2: Understand strategic entrepreneurship management for small businesses & able to Identify capital resources for new ventures and small businesses with social responsibilities.

CLO3: Understand the systematic process to select and screen a business idea and ability to recognize a business opportunity that fits an individual.

CLO4: To align entrepreneurial knowledge with corporate processes & encourage innovation & entrepreneurship in real life situations.

COURSE CONTENTS

UNIT I (10 Contact Hours) Entrepreneurial strategies & traits; entrepreneur v/s Intrapreneur, entrepreneur v/s manager.

Entrepreneurial competencies, entrepreneurial culture & mobility; Entrepreneurial achievement motivation. The Entrepreneurial Venture and the Entrepreneurial Organization.

UNIT II (10 Contact Hours) Leadership and entrepreneurship. Success stories of entrepreneurs. Communications barriers and role of Government in promoting entrepreneurship. Financial support system, sources of financial support, MSMEs and industrial policies in India, agencies for policy formulation and implementation including SIDBI, Commercial Banks, SFCs, etc. Forms of financial support, long-term and short-term financial support, development financial institutions, investment institutions. New Schemes for entrepreneurship development.

UNIT III (12 Contact Hours) Opportunity recognition and entry strategies: New product, Partial Momentum, Sponsorship and Acquisition. The Strategic Window of Opportunity: Scanning, Positioning and Analyzing. Intellectual Property Management, Creation and Protection. UNIT IV (12 Contact Hours) Opening the Window: Gaining Commitment: Techno-economic feasibility assessment; planning business process. Formulation of business plan Formulation-Traditional and business canvas approaches. E-entrepreneurship; business models and strategies; venture capital financing; angel investors. Securing investors and structuring deals; creating an organization; corporate ventures and franchising, etc. Training development programmes.

UNIT V (12 Contact Hours) Social entrepreneurship; Family Business Management and approaches, Marketing Strategies for small business. Various Agencies for entrepreneurship development. Entrepreneurship and small business units, ancillary units etc. Strategies of the Government for the promotion of MSMEs. Emerging issues in the field of entrepreneurship: Start-Up India

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Reference Books

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson

- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi
- Drucker, P.F., 'Innovation and Entrepreneurship, Heinemann', London
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi,
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans, Excel Books
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University Press, Boston.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi
- Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi
- Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, 'Entrepreneurship', Tata McGraw Hill Education Private Limited, New Delhi
- Schumpeter, J., The Theory of Economic Development, Harvard University Press, Harvard

BULDC702			Leadership and Team Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Students will be to understand and apply leaders' role in implementing and managing change; motivation and communication strategies to manage team performance effectively.

CLO2: Students will be able to analyze the role of leaders in effective group performance

CLO3: Students will be able to study the impact of leader's style on each member as well as teams as a whole performance.

CLO4: Decision making skills will be inculcated among the students to gather, assess, and use information to make informed and well-reasoned decisions as a leader

COURSE CONTENTS

UNIT I (10 Contact Hours) Leadership Defined, Evolution of leadership, Leadership theories (traditional, Behavioral, contingency), types of leadership, leadership styles, leadership skills, Leadership and conflict management, Motivation and Leadership, UNIT II (10 Contact Hours) Understanding role of power and influence in leadership. The nature of group dynamics and its significance to life contexts; group formation and development; structural and functional variables in groups and their impact on group effectiveness. UNIT III (12 Contact Hours) Leadership and group dynamics, decision making styles, techniques & strategies and Leadership, communication strategies for effective decision making.

UNIT IV (12 Contact Hours) Contributing to team growth and leadership: Role of the leader, building high performance teams, providing vision and creating enthusiasm, Delegating.

UNIT V (12 Contact Hours) Building a team culture; the impact of an individual values orientation, paradigms and behavior on group function; understanding individual behavior, working with emotional intelligence; strategies for implementing change in groups.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Forsyth, D.R., Group Dynamics, Addison-Wesley, New York, USA.
- Zander, A., Making Groups Effective, Jossey-Bass, San Francisco, USA.
- Davis, Group Performances, Addison-Wesley Publishing Co, USA
- Dyer, Team Building: Issues and Alternatives, Addison-Wesley Publishing Co, USA.
- Rupert Brown, Group processes: dynamics within and between groups, Wiley-Blackwell.
- Thomas G. Cummings, Christopher G. Worley, Organization Development & Change, Cengage Learning.
- Northouse, Peter G. Leadership: Theory and Practice. SAGE Publications
- Yukl, Gary A. Leadership in Organizations. Pearson/Prentice Hall.
- Carl D. Glickman, Stephen P. Gordon, Jovita M. Ross-Gordon, Supervision and Instructional Leadership: A Developmental Approach, Pearson Publications
- Gerald C. Ubben, Larry W. Hughes, Cynthia J. Norris Principal, The: Creative Leadership for Excellence, Pearson Publications
- Gary A. Yukl Leadership in Organizations, Pearson Publications
- Carol J. Carter Joyce Bishop Sarah Lyman Kravits Keys to Success: Teamwork and Leadership, Pearson Publications
- Robert Stringer, Leadership and Organizational Climate (Prentice Hall Organizational Development Series), Pearson

BULDC704			Business Laws			Pre-Requisites				
L-T-P						Co-requisites				

L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Develop an understanding of basic provisions of business laws and their application.

CLO2: Develop legal analysis and reasoning, legal research, problem solving skills.

CLO3: Demonstrate a commitment to professionalism and responsibility to the legal system of India.

CLO4: To understand the relationship of laws in management activities.

COURSE CONTENTS

Unit I: Elements of Company Law (10 Contact Hours) Companies Act 2013: Company and Its Forms, Formation of a Company; Memorandum of Association and Articles of Association.

Unit II Elements of Company Law (10 Contact Hours) Raising of Capital and Commencement of Business; Prospectus, Allotment of Shares, Membership of Company, Corporate Governance and Winding Up.

Unit III: Law of Sale of Goods and Law of Negotiable Instruments (12 Contact Hours) Sale of Goods Act, 1930: Contract of Sale, Sale and Agreement to sell, Conditions and Warranties, Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments.

Unit IV: Law of Contract (12 Contact Hours) Indian Contract Act, 1872, Nature and Kinds of Contracts, Essentials of a valid Contract, Contract of Indemnity and Guarantee, Bailment and Pledge.

Unit V: The Competition Act and the Information Technology Act (12 Contact Hours) Competition Act, 2002: Anti-Competitive Agreements; Abuse of Dominant position; Regulation of Combinations; Competition Advocacy, Competition Commission of India; Information Technology Act, 2000: Electronic Records, Electronic Governance, Certifying Authorities, Offences and Penalties.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Pathak, Legal Aspects of Business, TMH
- V.S. Datey, Business & Corporate Laws, Taxmann
- Saravanavel & Sumathi, Business Law for Management, HPH
- ND Kapoor, Elements of Mercantile Law, Sultan Chand
- Dr. Avatar Singh, Principles of Mercantile Law, Eastern Book Company
- Maheshwari & Maheshwari, A Manual of Business Laws, Himalaya