



**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/19/95  
Date: 19.03.2020

**Minutes of Meeting of Board of Studies of School of Business**

A meeting of Board of Studies (BoS) of School of Business (SoB) was held on 03.03.2020 from 11.30 a.m. onwards in the conference room of School of Business. The following members attended the meeting:

1. Dr. Saurabh	Head SoB- Chairman
2. Dr. Suparn Kumar Sharma	Member
3. Dr. Jyoti Sharma	Member
4. Dr. Ashutosh Vashishth	Member
5. Dr. Sushil Kumar Mehta	Member
6. Dr. Hari Govind Mishra	Member
7. Dr. Sanjay Kumar Mishra	Member
8. Dr. Arti Maini	Member
9. Dr. Rashmi Taggar	Member
10. Dr. Syeda Shazia Bukhari	Member Secretary
11. Dr. Deepak Jain	Member

(Prof. Raj Kumar, Vice Chancellor, Punjab University, Member External Expert and Ms. Neetu Jain, Head Finance, SKF Bangalore, Member Experts, Prof. (Dr.) Dinabandhu Mukhopadhyay, Professor, SoB and Dean, Faculty of Management, SMVDU could not attend the meeting. They were granted leave of absence)

The member secretary welcomed the members of Board of Studies (BoS) of School of Business (SoB), and invited their suggestions/ recommendations over the following agenda items.

**Agenda 1: Introducing Five Years Integrated MBA Program {BBA (Hons.) + MBA}, with an exit option after BBA {Hons}**

- a) With reference to the minutes of meeting of Academic Affairs Committee of School of Business issued vide No. SMVDU/SoB/19/1890 dated 27/9/2019 regarding introducing five years **Integrated MBA Program (BBA (Hons.) + MBA) with exit option after BBA (Hons.)**, after deliberations the Board of Studies, School of Business recommends to introduce same from session 2020-21.

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- b) The admission to the program shall be offered to the eligible candidates who would qualify the SMVDU Entrance Examination of the respective academic year having the eligibility of successfully qualifying intermediate (12<sup>th</sup> pass) examinations from recognised Boards of Examinations.
- c) The members also recommend that the students must be given an exit option after BBA (Hons.) and the lateral entry into MBA may be permitted.

### Agenda 2: Review of Curriculum for various Programs in the School of Business

- a) The BOS members deliberated upon the course structure and the contents recommended by the duly constituted committee vide ref SMVDU/SOB/19/1899 dated 09/10/2019. The committee presented the course structure based on the study of various management programs, recommendations of UGC and AICTE and feedback of industry and alumni members. The course structure was discussed and recommended in the Academic Affairs Committee of School of Business issued vide No. SMVDU/SoB/19/2023 dated 13/12/2019. The members discussed the Course Structure and syllabi in detail. The BoS, SoB, recommend the Course Structure along with courses as enclosed (Annexure I).
- b) The existing curriculum of MBA Program for the batches 2018-19 and 2019-20 was reviewed. The Board was informed that there is a need for the revision of course codes in order to align them with the database of the examination system of the University. It was unanimously decided by the members to ratify the course codes as per the list enclosed (Annexure II).

### Agenda 3: Re-naming the School of Business as School of Management

- a) This item was deliberated in detail for its advantages and disadvantages. The members were of unanimous opinion that the term 'School of Business' is used and recognised at national as well as international level. Also, the School shall have to apply for changes in various agencies since there are various projects running in the School, which can create some confusion, at this point of time. The members unanimously decided to continue with the name 'School of Business'

### Agenda 4: Research related issues in the School of Business

- a) The members unanimously decided to ratify the courses opted by the students in the Ph.D. program as pre Ph.D. courses of School of Business as per the list enclosed, (Annexure III) for the students admitted in academic year 2016-17, 2017-18 and 2018-19.





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- b) The members deliberated on the requirement for specialized Pre Ph.D. courses for the students enrolled in the Ph.D. program of School of Business. The members recommend the following structure for the Pre Ph.D. program in School of Business:

Sr.	Courses	Credits
1.	Research Methodology (compulsory)	4-0-0
2.	Research and Publication Ethics (compulsory) (ref. UGC D.O. F.1-1/2018 (Journal/care))	2-0-0
3.	Minor Project (compulsory)	3-0-0
4.	Elective Subject (Specialization)	3-0-0 (List enclosed)

The research student shall have to choose the subject under the electives as per the list provided in the Annexure III. The members unanimously approve and recommend the subjects along with the syllabus for the Ph.D. program as per the Annexure IV.

However, the members also recommend that the student may choose the suitable elective course, during the course work from the PG level courses offered in the MBA program, subject to the recommendation of the supervisor and approval of SRC.

- c) In view of the publication requirement of the students for the submission of the thesis, and in line with the practices followed by the reputed institutions in the field of Management, the members recommend that publications in all the categories of ABDC and SCOPUS listed Journals may be considered for the eligibility of submission and the award of degree of Doctor of Philosophy (Ph.D), for the Ph.D. students in School of Business.

### Agenda 5: Introducing a new Journal in School of Business named SMVDU Management Review

The members discussed upon the proposal for introducing a journal in the name of 'SMVDU Management Review'. The said journal shall be registered and published with Sage publications and be aimed for getting listed in UGC care list as well as SCOPUS. The School of Business shall have the editorial and content control while the journal shall be published and marketed by the Sage publications India. The introduction of the proposed journal shall be providing higher visibility to the School of Business and supplement its research program. The members recommend the introduction of the journal 'SMVDU Management Review' from the academic year 2020-2021.

### Agenda 6: Ratification & Recommendation of the list of Experts & External Examiners in School of Business.

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The list of experts to be invited for viva-voce /oral examination such as summer training evaluation, dissertation evaluation etc, was placed before the BOS for consideration. The members approved the list of experts as per the Annexure V. The members also recommended that in addition to the list of experts as per the annexure, the Head, School of Business can invite any expert from academia and industry as per emergent requirements.

**Agenda 7: Any other agenda with the permission of the Chair.**

The members expressed the need to append the infrastructure of School of Business in line with the contemporary reputed institutions and urged upon the University Authority to provide the necessary infrastructure for attracting the students across pan India since infrastructure is given key importance by students.

The meeting ended with the expression of gratitude.

*Syeda Shazia Bukhari*  
19/03/2020  
(Dr. Syeda Shazia Bukhari)  
Member Secretary, BOS, SoB

Copy to:

1. Dean , Faculty of Management
2. Dean (AA) for information
3. Members, Board of Studies, School of Business
4. Registrar



## Integrated MBA ((BBA (Honours) + MBA) with Exit Option after BBA (Honours))

Duration	5 Years
Total Credits	110 + 102 = 212 Credits
<b>BBA</b>	
	19 Core Discipline Courses of 3 credits each = 57 credits
	2 Discipline Special Elective (Specialization Courses) of 3 credit each = 6 credits
	2 Choice Based Credit System Discipline Special Elective (Specialization Courses) of 3 credit = 6 credits
	6 Ability Enhancement of 3 credit each = 18 credits
	4 Elective Course-Generic / Interdisciplinary of 3 credit each = 12 credits
	7 Skills Enhancement
	1 Term Paper of 3 credits = 3 credits
	1 Summer Training of 3 credits = 3 credits
	5 Viva Voce of 1 credit each upto 5 <sup>th</sup> Semester = 5 credits
Electives (E)	Specialization Streams = 3
Term Paper (D)	Total Number of Electives: 4 courses 10% of marks evaluated by panel of faculty experts of SoB 30% of marks evaluated by faculty supervisor 60% of marks evaluated by external expert (academic / industry) from related area.
Summer Training (T)	Summer Training for 6-7 weeks that carries 3 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.
<b>MBA</b>	
	13 Core Discipline Courses of 3 credits each = 39 credits
	9 Ability Enhancement of 3 credit each = 27 credits
	1 Ability Enhancement (MOOC Course) of 2 credit = 2 credits
	4 Discipline Special Elective (Specialization Courses) of 3 credit each = 12 credits
	2 Choice Based Credit System Discipline Special Elective (Specialization Courses) of 3 credit = 6 credits
	5 Skills Enhancement
	2 Dissertation (I + II) of 2 credits and 4 credits each = 6 credits
	1 Summer Training of 6 credits = 6 credits
	2 Viva Voce of 2 credits = 4 credits
Electives (E)	Specialization Streams = 3 Total Number of Electives: 6 courses
Dissertation (D)	10% of marks evaluated by panel of faculty experts of SoB and evaluated on Synopsis 30% of marks evaluated by faculty supervisor and 60% of marks evaluated by external expert (academic / industry) from related area on Final Report submitted and Presentation.
Dissertation (D)-I	
Dissertation (D)-II	Summer Training for 6-7 weeks that carries 6 credits. 100% Evaluated through panel of faculty members.
Summer Training (T)	
Practical's (P)	Students are trained on usage of different software's as part or as compulsory module during complete program.

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## COURSE STRUCTURE

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
<b>Semester-I</b>			
Ability Enhancement - Compulsory	Professional Speaking Skills	3 Credits (2-0-2)	BUL1411
Core Discipline	Business Mathematics	3 Credits (3-0-0)	BUL1401
Core Discipline	Legal Aspects of Business	3 Credits (3-0-0)	BUL1011
Core Discipline	Financial Accounting for Decision Making	3 Credits (3-0-0)	BUL1271
Core Discipline	Principles of Management	3 Credits (3-0-0)	BUL1261
Elective Course-Generic / Interdisciplinary (Any One from the List of Generic Elective / Interdisciplinary Courses)	----- To be chosen from open elective of other schools offered during that time or from the list -	3 Credits (3-0-0)	
Skill Enhancement - Compulsory	Viva Voce	1 Credit	BUC1011
<b>Semester-II</b>			
Ability Enhancement - Compulsory	Business Etiquette and Soft Skills	3 Credits (2-0-2)	BUL1412
Core Discipline	Organizational Behaviour	3 Credits (3-0-0)	BUL1262
Core Discipline	Cost and Management Accounting	3 Credits (3-0-0)	BUL1272
Core Discipline	Business Economics	3 Credits (3-0-0)	BUL1061
Core Discipline	Business Environment	3 Credits (3-0-0)	BUL1012
Elective Course-Generic / Interdisciplinary (Any One from the List of Generic Elective / Interdisciplinary Courses)	----- To be chosen from open elective of other schools offered during that time or from the list -	3 Credits (3-0-0)	
Skill Enhancement - Compulsory	Viva Voce	1 Credit	BUC1012
<b>Semester-III</b>			
Ability Enhancement - Compulsory	Computers and IT Skills	3 Credits (2-0-2)	BUL2411
Core Discipline	Introduction to Human Resource Management	3 Credits (3-0-0)	BUL2261
Core Discipline	Business Statistics	3 Credits (3-0-0)	BUL2401
Core Discipline	Introduction to Financial Management	3 Credits (3-0-0)	BUL2271
Elective Course-Generic / Interdisciplinary (Any One from the List of Generic Elective / Interdisciplinary Courses)	----- To be chosen from open elective of other schools offered during that time or from the list -	3 Credits (3-0-0)	
Skill Enhancement - Compulsory	Viva Voce	1 Credit	BUC2011
<b>Semester-IV</b>			
Ability Enhancement - Compulsory	Critical Thinking	3 Credits (3-0-0)	PCE2041
Core Discipline	Production and Operations Management	3 Credits (3-0-0)	BUL2281
Core Discipline	Business Ethics	3 Credits (3-0-0)	BUL2011
Core Discipline	Principles of Marketing	3 Credits (3-0-0)	BUL2251
Elective Course-Generic / Interdisciplinary (Any One from the List of Generic Elective / Interdisciplinary Courses)	----- To be chosen from open elective of other schools offered during that time or from the list -	3 Credits (3-0-0)	
Skill Enhancement - Compulsory	Summer Internship	3 Credits	BUT2011
Skill Enhancement - Compulsory	Viva Voce	1 Credit	BUC2012
<b>Semester-V</b>			
Ability Enhancement - Compulsory	Software Packages - I (R Programming)	3 Credits (2-0-2)	BUL3221
Core Discipline	Business Research Methods	3 Credits (3-0-0)	BUL3222
Core Discipline	Principles of Taxation	3 Credits (3-0-0)	BUL3271
Core Discipline	Logistics Management	3 Credits (3-0-0)	BUL3281
Discipline Special Elective (Elective 1 <sup>st</sup> Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Choice Based Credit System Discipline Elective (Elective 2 <sup>nd</sup> Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Skill Enhancement - Compulsory	Viva Voce	1 Credit	BUC3011
<b>Semester-VI</b>			
Ability Enhancement - Compulsory	Software Packages - II (Python)	3 Credits (2-0-2)	BUL3223
Core Discipline	Family Business and Start-up Management	3 Credits (3-0-0)	BUL3011
Core Discipline	Office Management and Correspondence	3 Credits (3-0-0)	BUL3012
Discipline Special Elective (Elective 3 <sup>rd</sup> Paper)	----- To be chosen from list -----	3 Credits (3-0-0)	

Choice Based Credit System Discipline Elective (Elective 4 <sup>th</sup> Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Skill Enhancement - Compulsory	Term Paper	3 Credits	BUD3011
<b>Semester-VII</b>			
Ability Enhancement – Compulsory	Business Communication	3 Credits (3-0-0)	BUL6017
Ability Enhancement – Compulsory	Statistical Methods for Management Decisions	3 Credits (3-0-0)	BUL6091
Ability Enhancement – Compulsory	Corporate Financial Reporting and Decision Making	3 Credits (3-0-0)	BUL6271
Core Discipline	Managerial Economics	3 Credits (3-0-0)	BUL6062
Core Discipline	Marketing Management	3 Credits (3-0-0)	BUL6034
Core Discipline	Organization Behaviour	3 Credits (3-0-0)	BUL6021
Core Discipline	Digital Innovation Strategies	3 Credits (3-0-0)	BUL6241
Ability Enhancement – Compulsory	MOOC Courses	2 Credits	--NA--
Skill Enhancement - Compulsory	Viva Voce	2 Credits	BUC6011
<b>Semester-VIII</b>			
Ability Enhancement – Compulsory	Research Methodology Applications with SPSS	3 Credits (1-0-4)	BUP6093
Ability Enhancement – Compulsory	Marketing Decision Making	3 Credits (3-0-0)	BUL6033
Ability Enhancement – Compulsory	Managerial Accounting and Decision Making	3 Credits (3-0-0)	BUL6046
Ability Enhancement – Compulsory	Decision Models and Optimization	3 Credits (3-0-0)	BUL6092
Core Discipline	Management of Organizations	3 Credits (3-0-0)	BUL6023
Core Discipline	Digital and Social Media Marketing	3 Credits (3-0-0)	BUL6036
Core Discipline	Corporate Finance	3 Credits (3-0-0)	BUL6042
Core Discipline	Supply Chain Management	3 Credits (3-0-0)	BUL6051
Skill Enhancement - Compulsory	Viva Voce	2 Credits	BUC6012
<b>Semester-IX</b>			
Ability Enhancement – Compulsory	Management Control System	3 Credits (3-0-0)	BUL7271
Ability Enhancement – Compulsory	Project Appraisal and Planning	3 Credits (3-0-0)	BUL7018
Core Discipline	Strategic Management	3 Credits (3-0-0)	BUL7011
Core Discipline	Managing Teams	3 Credits (3-0-0)	BUL7021
Discipline Special Elective (Elective 1 <sup>st</sup> Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Discipline Special Elective (Elective 2 <sup>nd</sup> Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Choice Based Credit System Discipline Elective (Elective 1 <sup>st</sup> Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Skill Enhancement - Compulsory	Summer Training	6 Credits	BUT7011
Skill Enhancement - Compulsory	Dissertation - I	2 Credits	BUD7011
<b>Semester-X</b>			
Core Discipline	Entrepreneurship	3 Credits (3-0-0)	BUL7016
Core Discipline	Business Laws	3 Credits (3-0-0)	BUL7017
Core Discipline	Leadership Development	3 Credits (3-0-0)	BUL7261
Discipline Special Elective (Elective 3 <sup>rd</sup> Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Discipline Special Elective (Elective 4 <sup>th</sup> Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Choice Based Credit System Discipline Elective (Elective 2 <sup>nd</sup> Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Skill Enhancement - Compulsory	Dissertation - II	4 Credits	BUD7012



Discipline Special Elective: Marketing	Course Codes	Discipline Special Elective: HR	Course Codes
<b>Semester 5</b>		<b>Semester 5</b>	
Industrial Marketing	BUE3251	Compensation and Benefits	BUE3261
Principles of Sales Management	BUE3252	Employee Relations	BUE3262
<b>Choice Based Credit System</b>		<b>Choice Based Credit System</b>	
Advertising and Public Relations	BUE3253	Labour Legislations	BUE3263
Tourism and Hospitality Marketing	BUE3254	Knowledge Management	BUE3264
<b>Semester 6</b>		<b>Semester 6</b>	
Principles of Retail Management	BUE3255	Employee Training and Development	BUE3265
International Marketing	BUE3256	HRD System and Strategies	BUE3266
<b>Choice Based Credit System</b>		<b>Choice Based Credit System</b>	
e-Marketing	BUE3257	Employee Engagement	BUE3267
Customer Relationship Management	BUE3258	Employee Welfare and Social Security	BUE3268
<b>Semester 9</b>		<b>Semester 9</b>	
Consumer Behaviour	BUE6251	Understanding Workplaces and Industrial Psychology	BUE6261
Marketing Strategy	BUE6252	Power and Politics in Organizations	BUE6262
<b>Choice Based Credit System</b>		<b>Choice Based Credit System</b>	
Product and Brand Management	BUE6253	Negotiation Skills	BUE6263
Integrated Marketing Communication	BUE6254	Organization Change and Intervention Strategies	BUE6264
<b>Semester 10</b>		<b>Semester 10</b>	
Retail Marketing	BUE7251	Performance and Talent Management	BUE7029
Marketing of Services	BUE7038	Strategic Human Resource Management	BUE7026
<b>Choice Based Credit System</b>		<b>Choice Based Credit System</b>	
Rural Marketing	BUE7033	Competency Mapping and Assessment	BUE7261
Social Marketing	BUE7252	Cross-Cultural HRM	BUE7262

Discipline Special Elective: Finance	Course Codes
<b>Semester 5</b>	
Corporate Analysis and Valuation	BUE3271
Indian Financial System	BUE3272
<b>Choice Based Credit System</b>	
Financial Institutions and Markets	BUE3273
Investment Management	BUE3274
<b>Semester 6</b>	
Principles of Banking and Insurance	BUE3275
Financial Derivatives	BUE3276
<b>Choice Based Credit System</b>	
Financial Statement Analysis	BUE3277
Fundamental of International Finance	BUE3278
<b>Semester 9</b>	
Corporate Tax Planning and Tax Management	BUE6271
Security Analysis and Portfolio Management	BUE6272
<b>Choice Based Credit System</b>	
Global Macro Economy and Financial Crisis	BUE6273
Forensic Audit and Fraud Investigation	BUE6274
<b>Semester 10</b>	
Strategic Corporate Finance	BUE7271
Business Valuation, Mergers and Acquisitions	BUE7046
<b>Choice Based Credit System</b>	
International Financial Management	BUE7071
Financial Derivatives and Risk Management	BUE7044

Year	Elective Course-Generic / Interdisciplinary	Course Codes
1 <sup>st</sup>	Discourse on Human Virtues	PCL1067
	Environmental Studies	BTL1304
2 <sup>nd</sup>	Morality in Indian Tradition	PCE 2061
	Know your Constitution	PCE2078
3 <sup>rd</sup>	Meaning of Life	PCE3131
	Professional Ethics	PCE3132
	Language and Creativity	

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**Annexure No.....**

**I**

List of Pre-Ph.D. Courses ratified in the meeting of  
the Board of Studies of School of Business held on 9<sup>th</sup> March, 2020 for sessions  
Jan 2016-17, 2017-18, 2018-19, 2019-20

1	Business Turnaround & Org. Transformation	BUE9020
2	Strategic HRM	BUE9026
3	Understanding Workplace & Industrial Psychology	BUE9027
4	Performance & Talent Management	BUE9029
5	Advertising & Branding	BUE9031
6	Consumer Behaviour	BUE9036
7	Marketing Strategy	BUE9037
8	Business Valuation Merger & Acquisition	BUE9046
9	Advanced Financial Management	BUE9041
10	Security Analysis & Portfolio Management	BUE9043
11	Financial Derivatives & Risk Management	BUE9044
12	Financial Statement Analysis	BUE9047
13	Relationship & Supplier Management	BUE9053
14	Managing Team	BUL9021
15	Business Environment	BUL8011
16	Basics of Marketing Management	BUL8032
17	Marketing Decision Making	BUL8033
18	Financial Analysis & Reporting	BUL8043
19	Financial Management	BUL8044
20	Supply Chain Management	BUL8051
21	Statistical Methods for Mgmt Decision	BUL8091
22	Strategic Management	BUL9011
23	Entrepreneurship Development	BUL9012
24	Human Resource Management	BUL9022

## II

**List of proposed courses approved (from session 2010-2021 onwards) in the meeting of the Board of Studies of School of Business held on 9<sup>th</sup> March, 2020**

<b>Compulsory Subjects</b>		<b>Course Code</b>	
1	Research Methodology	BUL8223	Approved vide SMVDU/FoM/2014/780 dated: 18.03.2014
2	Minor Project	BUD8011	Approved vide SMVDU/FoM/2014/780 dated: 18.03.2014
3	Research and Publication Ethics	BUL8012	Course contents attached
<b>Optional Subjects</b>			
1	Research Methodology II	BUL8222	Approved vide SMVDU/COM/10/2094 dated 16.04.2010
2	Econometrics Method for Research	BUL8224	Approved vide SMVDU/COM/10/2094 dated 16.04.2010
3	Marketing Models	BUL8031	Approved vide SMVDU/COM/10/2094 dated 16.04.2010
4	Advanced Retail Marketing	BUL8034	Approved vide SMVDU/COM/10/2093 dated 16.04.2010
5	Financial Engineering	BUL8045	Approved vide SMVDU/COM/10/2094 dated 16.04.2010
6	Behavioural Finance	BUL8041	Approved vide SMVDU/COM/10/2093 dated 16.04.2010



7	Micro Finance	BUL8042	Approved vide SMVDU/COM/10/2093 dated 16.04.2010
8	Strategy and Sustainability	BUE9011	Course contents attached
9	Integrated Logistics Marketing	BUE9051	Course contents attached
10	Behavioural Perspective of Managing Human Resources	BUE9262	Course contents attached
11	Advanced Human Resource Management	BUE9263	Course contents attached
12	HR Analytics	BUE9242	Course contents attached
13	Destination Marketing	BUE9033	Course contents attached
14	Content Marketing	BUE9032	Course contents attached
15	Disruptive Marketing	BUE9034	Course contents attached
16	Management of Healthcare Services	BUE9035	Course contents attached

BUL1411			Professional Speaking Skills				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
2	0	2	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Have an advanced knowledge of public speaking.

CO2: Use their communication skills effectively.

CO3: Address the audience; and inculcate in them the values of a good leadership.

CO4: Express themselves efficiently and effectively.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction: The art of speaking; encoding meaning; cross cultural communication; verbal communication; how words work; how to use words; how to improve body language.

##### UNIT II

(9 Contact Hours)

Elocution: Phonetics; Voice and delivery; how to improve voice; how to improve delivery; pace; pause; pitch; volume; modulation; resonance.

##### UNIT III

(10 Contact Hours)

Conversational Skills: Agreeing and disagreeing; greetings; asking for information; giving instructions; interviewing skills; appearing and conducting interviews; analysis of good and bad interview.

##### UNIT IV

(10 Contact Hours)

Making and assessing presentation: presentation skills; analysis of bad presentation; analysis of good presentation.

##### UNIT V

(10 Contact Hours)

Group Discussions and Public Speaking: Participating in a meeting; Chairing a meeting; analysis of ill conducted meeting; analysis of well conducted meeting; Methods of delivery; Influencing the Crowd; Concentration in delivery.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Carnegie, D., & Editors, S. (2019). *The Art of Public Speaking*. NJ: Samaira Book Publishers.
- Davidson, J. (2002). *The Complete Guide to Public Speaking*. John Wiley and Sons.



BUL1401			Business Mathematics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Exposed to the fundamental tools of Mathematics.

CO2: Develop skills to formulate and apply the basic techniques in applied form.

CO3: Able to formulate relation to solve real life problem.

CO4: Exposed to the methods to solve real time problems of competitive business world.

#### UNIT I

(9 Contact Hours)

Exponents and Logarithms - Arithmetic and Geometric Progression- Equations-Types and solutions of Linear, Quadratic and Simultaneous Equations upto three unknowns.

#### UNIT II

(9 Contact Hours)

Theory of Sets: Meaning, Elements, Types, Presentation and Equality of Sets; Union, Intersection, Compliment and Difference of Sets; Venn Diagrams; Cartesian product of Two Sets; Application of Set Theory.

#### UNIT III

(9 Contact Hours)

Matrices-Types, Matrix manipulations and their rules, Order of Matrix, Transpose of Matrix- Determinants up to order 3x3- Properties and Value of determinant, Minor and Cofactor, Inverse and Cramer's Rule.

#### UNIT IV

(11 Contact Hours)

Types of Functions- Rectangular Co-ordinate System and graphs of functions - Slope and Intercept- Equations of straight lines. Limits and Continuity- Differentiation- Rules, Derivative of Functions except Trigonometric Function, Higher Order Derivatives, Partial and Total Derivatives in two variable functions. Integration, Consumer's surplus and Producer's surplus.

#### UNIT V

(10 Contact Hours)

Maxima and Minima of Functions- Curvature Properties-Convexity and Concavity. Growth rate: Simple and Compound, Depreciation- Time Value of Money- Future and Present Value, Compounding and Discounting, Net Present Value and Internal Rate of Return.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### Reference Books

- Allen R.G.D., 'Mathematical Analysis for Economics'.
- Budnick, F.S., 'Applied Mathematics for Business, Economics and Social Sciences', McGraw Hill.
- Chiang, A.C., 'Fundamental Methods of Mathematical Economics', McGraw Hill, ND.
- Dorfman, Samuelson and Solow, 'Linear Programming and Economic Analysis', McGraw Hill, NY.
- Henderson, 'Microeconomic Theory' A Mathematical Approach, McGraw Hill.
- Baumol, W.J., 'Economic Theory and Operations Analysis, Prentice Hall', ND.
- Handry, A.T., 'Operation Research, Prentice Hall', ND.
- Taha, H.A., 'Operation Research: An Introduction (7e)', Prentice Hall, ND.

BUL1011			Legal Aspects of Business				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Develop an understanding of basic provisions of business laws and their application.

CO2: Develop legal analysis and reasoning, legal research, problem solving skills.

CO3: Demonstrate a commitment to professionalism and responsibility to the legal system of India.

#### COURSE CONTENTS

UNIT I: Law of Contract (10 Contact Hours)

The Indian Contract Act, 1872, General Principles; Essential Elements of a Valid Contract, Offer and Acceptance, Competence of Contracting Parties, Consent, Consideration, Legality of Object and Consideration.

UNIT II: Law of Contract (10 Contact Hours)

The Indian Contract Act, 1872, Void Agreements, Contingent Contracts, Performance of Contracts, Discharge of Contracts, Quasi Contracts, Remedies for Breach of Contract, Contracts of Indemnity and Guarantee, Contracts of Bailment.

UNIT III: Law of Sale of Goods and Law of Negotiable Instruments (10 Contact Hours)

The Sale of Goods Act, 1930; General Principles, Conditions and Warranties, Transfer of Ownership, Performance of a Contract of Sale, Remedial Measures. Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments.

UNIT IV: Law of Partnership (9 Contact Hours)

The Indian Partnership Act, 1932; General Principles, Formation of Partnership, Rights and Liabilities of Partners, Dissolution of Partnership Firms, Limited Liability Partnership Act, 2008.

UNIT V: Miscellaneous Acts (9 Contact Hours)

The Consumer Protection Act, 1986; Cyber Law -Need for Cyber laws – Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime, Protecting Intellectual Property Rights.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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



BUL1271			Financial Accounting for Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the relevance of financial statements for various stakeholders of business.

CO2: Apply the concept of accounting cycle for preparation of financial statements.

CO3: Analyze the key elements of the financial statements like revenue, inventories, long lived assets and accounts receivables.

CO4: Analyze the financial statements to assess the financial health of the business.

CO5: Assess the impact of changes in the accounting policies on the financial health of business.

#### COURSE CONTENTS

UNIT 1: Introduction to Financial Accounting

(8 Contact Hours)

Elements of Financial Statements, Key Stakeholders of Financial Accounts of Business, Financial Accounting vs. Management Accounting, Accounting Regulation: ICAI, IASB, FASB, Accounting Standards: IFRS, Ind-AS.

UNIT 2: Accounting Principles & Accounting Cycle

(8 Contact Hours)

Accounting Principles, Accounting Cycle, Preparation of Financial Statements using Accounting Cycle.

UNIT 3: Analysis of Key Elements of Financial Statements

(12 Contact Hours)

Analysis of Revenue: Concepts and Applicable Methods, Managerial Discretion and Earning Management, Analysis of Inventory: Nature of Inventory, Inventory Valuation, Analysis of Receivables: Credit Losses, Allowance for Credit Losses, Ageing of Receivables, Analysis of Long-Lived Assets: Initial Recognition, Depreciation, Asset Revaluation and Impairment, Intangible Assets and Amortization.

UNIT 4: Cash Flow Statements

(10 Contact Hours)

Cash Flow Statements: Elements of Cash Flow Statements, Preparation of Cash Flow Statements, Interpretation of Cash Flow Statements.

UNIT 5: Financial Statement Analysis

(10 Contact Hours)

Standalone and Consolidated Financial Statements, Methods of Financial Statement Analysis: Common Size Analysis, Trend Analysis, Ratio Analysis, Du Pont Analysis, Qualitative Financial Statement Analysis, Earning Analysis.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Accounting-Text and Cases, 13e, Robert Newton Anthony, David F Hawkins, Kenneth A Merchant, (AHM), McGraw Hill Education, 2011.
- Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education, India.

BUL1261			Principles of Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Demonstrate proficiency in fundamental management theories and concepts and how they apply to real world situations.

CO2: Develop an understanding of the challenges of management and successfully manage and resolve conflict.

CO3: Employ analytical tools to assess management related business problems and reach defensible conclusions.

#### COURSE CONTENTS

UNIT I: Introduction to Management and Organizations (10 Contact Hours)

Definition of Management – Science or Art – Manager Vs Entrepreneur – types of managers – managerial roles and skills – Evolution of Management – Scientific, human relations , system and contingency approaches –Organization culture and Environment – Current trends and issues in Management.

UNIT II: Planning (9 Contact Hours)

Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Planning Tools and Techniques – Decision making steps and process.

UNIT III: Organising (9 Contact Hours)

Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization.

UNIT IV: Directing (10 Contact Hours)

Foundations of individual and group behaviour – motivation –motivational techniques – job satisfaction – job enrichment – leadership – types and theories of leadership – communication – process of communication – barrier in communication – effective communication – communication and IT, Coordination.

UNIT V: Controlling (10 Contact Hours)

System and process of controlling – budgetary and non-budgetary control techniques – use of computers and IT in Management control – Productivity problems and management – control and performance – direct and preventive control – reporting.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Vasishth, Neeru, Principles of Management, Taxmann
- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, Pearson
- Stephen P. Robbins, Mary Coulter, Agna Fernandez, Management, Pearson
- James A. F. Stoner, Daniel R. Gilbert, R. Edward Freeman, Management, Pearson.

BUL1412			Business Etiquette and Soft Skills				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
2	0	2	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the importance of etiquettes.

CO2: Maintain professional appearance and image.

CO3: Influence people and establish networks.

#### COURSE CONTENTS

##### UNIT I: Etiquettes

(9 Contact Hours)

Functional, Psychological and Emotional Aspects of Etiquette and Soft Skills, Business Etiquette Rules, Impact of good manners on professional relationships.

##### UNIT II: Professional Grooming

(9 Contact Hours)

Professional Standards in the Workplace, Importance of being positive and looking good, Dress Codes, Impact of appearance and attitude on being successful.

##### UNIT III: Language Skills

(10 Contact Hours)

Art of Listening, Speaking, Reading and Writing, How to become a well-rounded communicator, Strengthening the ability to negotiate and influence.

##### UNIT IV: Cultural Diversity

(10 Contact Hours)

Parameters of Cultural Differences, Cultural Errors, Global Etiquette, Social Etiquette, Workplace Civility, Meeting protocol, Formality Vs Informality.

##### UNIT V: Technology

(10 Contact Hours)

Telephone, E-mail, Social Media, Video Conferencing Etiquettes, Netiquette Rules, Usage of technology to connect and market, Misuse of technology and its impact on Professional life.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Everything about Corporate Etiquette by Vivek Bindra
- Bridging the Soft Skills Gap: How to Teach the Missing Basics to Today's Young Talent by Bruce Tulgan
- How to Develop Self-Confidence & Influence People By Public Speaking by Dale Carnegie
- Master of Business Etiquette: The Ultimate Guide To Corporate Etiquette And Soft Skills by Cyrus M. Gonda



BUL1262			Organizational Behaviour				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand behavior of the individuals at individual including attitudes, learning, personality, perception, and motivational theories.

CO2: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CO3: Understand the organizational system, including organizational structures, culture, and change.

#### COURSE CONTENTS

UNIT I (9 Contact Hours)

Management & OB, Challenges and Opportunities for Organisation Behaviour, Organisation Behaviour Model; Foundations of Individual Behaviour: Learning.

UNIT II (9 Contact Hours)

Attitudes, Personality, Perception, Emotional Intelligence, Motivation Theories and Applications.

UNIT III (10 Contact Hours)

Foundations of Group Behaviour: Group Development; Group Behaviour; Sociometry.

UNIT IV (10 Contact Hours)

Conflict management. Transactional analysis; Johari Window; Organization as a system: Organizational Change.

UNIT V (10 Contact Hours)

Organizational Culture; Organizational Development; Stress management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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

BUL1272			Cost and Management Accounting				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Cost and management accounting concepts.

CO2: Applications of concepts in decision making.

#### COURSE CONTENTS

##### UNIT I: Basic Concepts and Definitions

(8 Contact Hours)

Evolutionary phases of Cost Accounting – Cost Accountancy, Cost & Management Accountancy and Management Accountancy. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting, Cost, Costing, Cost Control, and Cost Reduction. Elements of Cost, Components of total Cost, Cost sheet. Classification of costs: Fixed, Variable, Semi-variable, and Step costs; Product, and Period costs; Direct, and Indirect costs; Relevant, and Irrelevant costs; Shut-down, and Sunk costs; Controllable, and Uncontrollable costs; Avoidable, and Unavoidable costs; Imputed / Hypothetical costs; Out-of-pocket costs; Opportunity costs; Expired, and Unexpired costs; Conversion cost. Cost Ascertainment: Cost Unit, Cost Center, Profit Center, Cost Allocation and Cost Apportionment; Cost Reduction and Cost Control, Role of Management Accountant as a Business Strategist and advisor to the top management of a firm, Installation of Cost and Management Accounting system in a firm.

##### UNIT II: Cost Management Methods and Techniques

(9 Contact Hours)

Concept of cost, meaning and significance of cost management as business strategy, Significance of cost efficiency, cost culture and cost effectiveness, Tools and Techniques of Cost Management of different sectors of Economy. Cost Management with respect to different elements of total cost of production and services generated, techniques for Single, Output or Unit Costing, Job and Batch Costing, Contract Costing, Process Costing and Service Costing Methodologies with Case Study approach, TQM, Six-Sigma, JIT, Lean Manufacturing, Kaizen Costing.

##### UNIT III: Strategic Planning and Decision Making Techniques and Methods

(12 Contact Hours)

Cost-Volume-Profit Analysis - Contribution, PV Ratio, Margin of safety, Break-even-point, cost break-even-point, cash break-even-point, Composite break-even-point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product/ Services, Make or Buy, Exploring new markets, Shut down or continue, acceptance of an export order, Activity based costing, Activity based Management, decisions on further processing with respect of Joint products and by products – profit planning and reporting for new business, existing business, Product profitability, Customer profitability, Segment profitability etc., Basic concept of Transfer Pricing under the Spirit of goal congruence.

##### UNIT IV: Budgeting as Expenditure Management Technique

(9 Contact Hours)

Budgets and Budgetary Control - Meaning, Types of Budgets, Meaning of Functional Budgets, Preparation of Budgets – Budget monitoring, Variance analysis and reporting for Strategic Management actions, Steps in Budgetary Control, Fixed and Flexible Budgeting, Responsibility Accounting and Reporting with respect to Strategic Business Units (SBUs), Strategic Management aspects of Cost Centre, Profit Centre, Investment Centre and Performance management of them.

##### UNIT V: Cost Control and Management by Exception

(10 Contact Hours)

Standard Costing and Variance Analysis - Material, Employee cost & Overhead Variances, Sales Variance Analysis, Variance accounting, investigation of Variances, statutory Cost Audit and Reporting as a tool of Performance Management. Evolution of Cost Audit in India, definition, meaning and significance of Cost Audit, Cost Audit as a tool and technique for efficiency and performance evaluation, Cost Audit as a guide to the Management in formulating Business Strategies- both in context of short term and long term with reference to Case study, Appointment, Qualifications and Disqualifications of Cost Auditors and Preparation of Statutory Cost Audit reports under the spirit of Cost Accounting Standards issued by the Institute of Cost Accountants of India (ICAI).

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Maheshwari, S.N., and Mittal, S.N. Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers), Delhi.
- M.N.Arora, Management Accounting, Theory, Problems and Solutions, Himalaya Publishing House
- Horngren, C.T., Foster, G, and Datar, S.M., Cost Accounting: A Managerial Emphasis, Prentice Hall of India Pvt. Ltd., New Delhi.
- Henke, E.O., and Spoede, C.W., Cost Accounting: Managerial Use of Accounting Data, PWS-KENT Publishing Company, Boston.

BUL1061			Business Economics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Students will be able to think in the terms of a rational business economist.

CO2: Students will be able to solve firm's related questions in the field of business economics.

CO3: to appraise, understand and use information captured from different market indicators.

CO4: to conduct analysis and understand the demand behaviour.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Micro Economics and its scope. Wants & scarcity, Functions of Economic system, Circular flow of economic activity – price determination and functions of prices-concept of margin, Economic Models, Methodology, Value judgment, Positive and normative analysis.

##### UNIT II

(9 Contact Hours)

Market analysis-market demand and market supply-market equilibrium-adjustment to changes in demand and supply / static and dynamic analysis- comparative static analysis, Types of elasticity-price, income & cross elasticity.

##### UNIT III

(10 Contact Hours)

Utility Analysis – Total and Marginal Utility – Cardinal & Ordinal Utility. Indifference Curves-Characteristics, MRS-Special Types of Indifference Curves, Consumer's Income. Budget Line-Changes in Income and Prices and Budget line, Consumer's choice, Utility Maximisation, The Changes in demand and Engel's Curve, Changes in Price Substitution Effect and Income Effect / Hicksian and Slutsky's Analysis Normal, Inferior and Giffen Goods, Revealed preference theory. Strong Ordering and Weak Ordering.

##### UNIT IV

(10 Contact Hours)

Fundamental Theorem of Consumption Theory, Derivation of Demand Curve under Cardinal, Ordinal and Revealed Preference Theory, Production function –AP and MP Production with one variable input, Production with two variable inputs, Cost of Production, Nature of Production, Costs, Short run and Long run Costs.

##### UNIT V

(10 Contact Hours)

Least cost input Combination, Expansion path, Introduction to Modern Cost Curves. Concepts of revenue. Price and output determination under different market structure. Price output decision under perfect competition, monopoly, discriminating monopoly, monopolistic competition, and oligopoly.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### Reference Books

- Stigler G., 'Theory of Price', Prentice Hall of India, New Delhi.
- Sen A. 'Microeconomics: Theory and Application', Oxford University Press, New Delhi.
- Kreps David M., 'A Course in Microeconomic Theory', Princeton University Press, Princeton.
- Varian H., 'Microeconomic Analysis', W.W Norton New York.
- Koutsoyiannis, A., 'Modern Microeconomics', Macmillan Press, London.
- Layard, P.R.G. and A.W. Walters., 'Microeconomic Theory', McGraw Hill, New York.
- Ahuja H.L., 'Advanced Economic theory: Microeconomic Analysis', S. Chand and Co. Ltd. New Delhi.
- Sen, A "Microeconomics: theory and Applications", Oxford University Press, New Delhi.



BUL1012			Business Environment				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Students aware of the Indian Economic Environment and the policy and planning framework underlying the economic system.

CO2: Student should be able to meaningfully follow and interpret major economic and environmental trends and government policy decisions and understand their implications on industry.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning, basic philosophies of capitalism and socialism with their variants.

##### UNIT II

(9 Contact Hours)

Politico-legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; Changing dimensions of these laws and their impact on business.

##### UNIT III

(10 Contact Hours)

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations.

##### UNIT IV

(10 Contact Hours)

Technological and socio-cultural environment: Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Technological Collaborations, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards. Impact of culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business.

##### UNIT V

(10 Contact Hours)

Liberalisation in India: The New Economic Policy; Globalisation; Policy changes for liberalization, Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO. 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.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Paul, Justine- Business Environment: Text & Cases (Tata McGraw-Hill), Latest edition.
- Cherunilam, Francis- Business Environment: Text & Cases (Himalaya Publishing). Latest edition.
- Shaikh Saleem- Business Environment (Pearson), Latest edition.
- Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
- Ghosh- Economic Environment of Business (Vikas), 2004.
- Morrison J- The International Business Environment (Palgrave, 2003).
- Agarwal R- Business Environment (Excel Books), 2002.
- Bedi S K- Business Environment (Excel Books), 2004.
- George A and Steiner G A- Business, Government and Society (Macmillan).
- Ashwathappa - Business Environment (Himalaya Publishing), 2006, Latest Edition.
- Kuppaswamy, B- Social Change in India (Vikas Publishing), Latest Edition. 12) Kreps- Microeconomics for managers (Norton), 2007.

BUL2411			Computers and IT Skills				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
2	0	2	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Provide basic knowledge of Computer hardware and software.

CO2: Create and analyze tables and charts.

CO3: Connect and create via G-Suite.

#### COURSE CONTENTS

##### UNIT I: Introduction

(9 Contact Hours)

History of Computers, Input and Output Devices, Parts of Computers, Types of Computers, History of MS-Windows, Internet, Intranet, Extranet.

##### UNIT II: Ms-Word

(9 Contact Hours)

Toolbar, Tabs, Ribbons, Ruler, Text Basics, Proofing Features, Text formatting, Modifying Page layout, Working with Tables, Lists, Wordart.

##### UNIT III: Ms-Excel

(10 Contact Hours)

Entering Data in Excel, Transforming and Managing Data, Pivot Tables and Charts, Formulas and Functions, Data Analysis, Data Visualization, Data Extraction.

##### UNIT IV: Ms-Power Point

(10 Contact Hours)

Presentation Tips, Templates, Adding Tables, Illustrations, Animations, Integration with other Software.

##### UNIT V: G-Suite

(10 Contact Hours)

Connect via G-mail, calendar, currents and hangouts. Create via Google forms, sheets, docs, apps, sites, Google Drive, Cloud Search.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Rajaraman, V; Introduction to Information Technology, PHI.
- Sinha, P.K. and Sinha Priti, Computer Fundamentals; BPB Publication.
- Saxena, S; Computer Application in Management, Vikas Publishing.
- Fundamentals of Computers Paperback by Reema Thareja (Oxford University Press)
- Data Visualization & Presentation With Microsoft Office by Valerie M. Sue and Matthew T. Griffin (Sage Publications)

BUL2261			Introduction to Human Resource Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: 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.

CO2: Assess how human resource planning can be done and Jobs designed in organizations.

CO3: Understand different ways to recruit, select, train employee and to do performance appraisal, wage and salary administration and maintain employee relations.

#### COURSE CONTENTS

UNIT I (10 Contact Hours)

Introduction to Human Resource Management: Definition and Concept, Features, Objectives, Functions, Scope and Development of Human Resource Management, Importance of Human Resource Management, Human Resource Practices.

UNIT II (10 Contact Hours)

Human Resource Planning: Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP, Job Analysis and Design: Job Analysis, Job Description, Writing a Job Description, Job Specification, Job Design.

UNIT III (9 Contact Hours)

Recruitment: Introduction, Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment, Selection: Introduction, Concept of Selection, Process of Selection, Selection Tests, Barriers in Selection.

UNIT IV (9 Contact Hours)

Training: Concept and Significance of Training, Training Needs, Training Methods, Types of Training, Performance Appraisal: Introduction, Concept of Performance Appraisal, Purpose of performance appraisal, Process, Methods of Performance Appraisal, Major Issues in Performance Appraisal.

UNIT V (10 Contact Hours)

Wages and Salary: Introduction, Nature and Significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation, Incentives: Introduction, Concept of Incentives, Effective Incentive System, Types of Incentive Scheme, Employee Relations: Introduction, Concept of Employee Relations, Managing Discipline, Managing Grievance, Employee Counselling.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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



BUL2401			Business Statistics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Explain basic statistical concepts in the applied form.

CO2: Interpret the meaning of the estimated statistical tools.

CO3: Apply different measuring and relevant tools/ methods for data.

CO4: Differentiate between statistical and mathematical concepts.

#### COURSE CONTENTS

##### UNIT I

(10 Contact Hours)

Definition, Scope and Limitations of Statistics-Frequency distribution- Representation of data by Frequency polygon, Ogives and Pie Diagram. Measures of Central tendency- Arithmetic Mean, Median, Mode, Geometric Mean and Harmonic Mean-Weighted averages-Positional values- Quartiles, Deciles and Percentiles-Business Averages- Quadratic Mean and Progressive Average.

##### UNIT II

(10 Contact Hours)

Measures of Dispersion: Absolute and Relative measures of Range, Quartile Deviation, Mean Deviation and Standard Deviation- Lorenz Curve- Gini Coefficient- Skewness and Kurtosis.

##### UNIT III

(9 Contact Hours)

Correlation-Meaning, Types and Degrees of Correlation- Methods of Measuring Correlation- Graphical Methods: Scatter Diagram and Correlation Graph; Algebraic Methods: Karl Pearson's Coefficient of Correlation and Rank Correlation Coefficient - Properties and Interpretation of Correlation Coefficient. Simple linear regression-Meaning, Principle of Ordinary Least Square and Regression Lines.

##### UNIT IV

(9 Contact Hours)

Index Numbers: Meaning and Uses- Unweighted and Weighted Index Numbers: Laspeyre's, Paasche's, Fisher's, Dorbish-Bowley, Marshall-Edgeworth and Kelley's Methods- Tests of Index Numbers: Time Reversal and Factor Reversal tests -Base Shifting, Splicing and Deflating- Special Purpose Indices-Wholesale Price Index, Consumer Price Index and Stock Price Indices.

##### UNIT V

(10 Contact Hours)

Time Series Analysis-Components of Time Series, Measurement of Trend by Moving Average and the Method of Least Squares. Vital Statistics: Meaning and Uses- Fertility Rates: Crude Birth Rate, Net Reproduction Rate, Infant Mortality Rate and Maternal Mortality Rate-Sex Ratio and Couple Protection Ratio.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### Reference Books

- Hooda, R., 'Statistics for Business and Economics', Macmillan, ND.
- Medhi, J., 'Statistical Methods: An Introductory Text (2e)', New Age International, ND.
- Nagar, A.L. and R.K. Das, 'Basic Statistics (2e)', OUP, ND.
- Rao, C.R., 'Linear Statistical Inference and Applications', Wiley and Sons.
- Hoel, P.G., 'Introduction to Mathematical Statistics (5e)', Wiley and Sons.
- Johnson, R.A. and D.W. Wichern, 'Applied Multivariate Statistical Analysis', Prentice Hall, ND.

BUL2271			Introduction to Financial Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

CO1: Have a conceptual understanding of various aspects of Financial Management.

CO2: Apply the principles of Financial Management in practical situations.

#### COURSE CONTENTS

##### UNIT I

(8 Contact Hours)

Introduction: Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

##### UNIT II

(12 Contact Hours)

Investment Decision: The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate.

##### UNIT III

(12 Contact Hours)

Financing Decision: Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage. Determinants of capital structure.

##### UNIT IV

(6 Contact Hours)

Dividend Decisions: Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice.

##### UNIT V

(10 Contact Hours)

Working Capital Decisions: Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
- Levy H. and M. Sarnat . Principles of Financial Management. Pearson Education
- Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
- Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
- Khan and Jain. Basic Financial Management, McGraw Hill Education
- Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
- Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi
- Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd
- Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi
- Pandey, I.M. Financial Management. Vikas Publications

PCE2041			Critical Thinking				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Elaborate the nature of thinking process in general.

CO2: Understand common fallacies and fuzziness.

CO3: Distinguish illusory experiences and confabulation.

CO4: Reinforce decision making and judgment.

CO5: Appreciate the need to revise beliefs and convictions.

#### COURSE CONTENTS

##### UNIT I

(16 Contact Hours)

What is Critical Thinking?

The Process of Learning and Critical Thinking.

Thought and Language.

##### UNIT II

(16 Contact Hours)

Problems of Definition and Fuzziness.

Cognitive Illusions: Ambiguous, Paradox, Distorting and Fiction.

Making Sound Decision.

##### UNIT III

(16 Contact Hours)

Pitfalls and Pratfalls in Decision Making.

Common Fallacies: Formal and Informal.

Belief Revision.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Diane F Halpern, Thought and Knowledge: An Introduction to Critical Thinking, Mahwah, NJ: Lawrence Erlbaum Associates Publishers, 2003.
- Jennifer Moon, Critical Thinking: An Exploration of Theory and Practice, London: Routledge, 2008.
- Sven Ove Hansson, 'Logic of Belief Revision,' The Stanford Encyclopaedia of Philosophy (Summer 2016 Edition) <http://plato.stanford.edu/archives/sum2016/entries/logic-belief-revision/>.

BUL2281			Production and Operations Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Identify and map the key elements of any production systems.

CO2: Take decisions with respect to key aspects of the design of production conversion systems.

CO3: Plan, manage and control the key elements of operations systems on ongoing basis.

CO4: Understand the complexity in modern production system and how to respond to those complexities.

#### COURSE CONTENTS

UNIT I: Managing Operations (9 Contact Hours)

Operations Function in Organization, Management Variables and Operations Conversion System, Historical Evolution of Production and Operations Management, Strategic Role of Operations Management, Recent Trends in Operations Management.

UNIT II: Planning (Designing) the Conversion System (10 Contact Hours)

Forecasting, Designing Products, Services and Process, Capacity Planning, Location Planning, Layout Planning.

UNIT III: Organizing and Scheduling the Conversion System (10 Contact Hours)

Job Design, Production and Operations Standard, Work Measurement, Project Planning and Scheduling Models, Operations Planning and Scheduling Systems.

UNIT IV: Controlling the Conversion Systems (9 Contact Hours)

Inventory Control Systems and Models, Material Requirement Planning, Quality Control Systems.

UNIT V: Dynamics of Operations Management (9 Contact Hours)

Sources of Complexity in Production System, Modeling Production Complexity, Dealing with Supply Chain Partners, Building Resilience Production System, Exogenous Factors (STEEP Framework) and Firms Response and Approach.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Production and Operations Management: Concepts, Models, and Behavior, 5e, Everette E. Adam.Jr. and Ronald J. Ebert, Prentice Hall of India.
- Modern Production/Operations Management, 8e, Elwood S. Buffa and Rakesh K. Sarin, John Wiley and Sons, Canada.
- Production and Operations Management, 3e, S. N. Chary, McGraw Hill Co., India.
- Manufacturing Planning & Control for Supply Chain Management, Thomas E. Vollmann, William L. Berry, D. Clay Whybark, F. Robert Jacobs, Tata McGraw Hill Co., India.
- Projects: Planning, analysis, Selection, Financing, Implementation, and Review, 7e, Prasanna Chandra, McGraw Hill Co. India.



BUL2011			Business Ethics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the ethical challenges in front of the companies.

CO2: Understand the importance of ethical behavior in management w.r.t to 'Bhartiya' traditions.

CO3: Understand the relations between moral, legal and ethical behavior in management.

CO4: Take decisions related with respect to ethical grounds and high moral values.

#### COURSE CONTENTS

##### UNIT I

(12 Contact Hours)

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring.

##### UNIT II

(12 Contact Hours)

Management process and ethics: learnings from 'Bhartiya' tradition and systems, ethos of Vedanta in management, Code of Ethics, Benefits of Ethical codes.

##### UNIT III

(8 Contact Hours)

Concept of Karma, kinds of Karam Yoga, Nishkam Karma, and Sakam Karma, Quality of life and quality of work life.

##### UNIT IV

(6 Contact Hours)

Ethics, Morality and Regulations: Moral issues in business; Worker's and employee's rights, duties and responsibilities Profit maximization vs. social responsibility.

##### UNIT V

(10 Contact Hours)

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Kumar Shailendra, Rai Alok, Business Ethics, Cengage Learning, India
- Fernando A.C., Business Ethics and Corporate Governance, 2<sup>nd</sup> Edition, Pearson Education, India
- Crane A. and Matten Dirk, Business Ethics, 4<sup>th</sup> Edition Oxford University Press London
- Fernando A C Muralidheeran K P, and Satheesh E K, Business Ethics : An Indian Perspective, 3<sup>rd</sup> Edition, Pearson Paperback

BUL2251			Principles of Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To explore and further the understanding of marketing principles.

CO2: To understand of both the internal and external marketing environment.

CO3: To be able to assess the positioning and targeting opportunities for appropriate markets.

CO4: 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

(9 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

(10 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

(10 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

(9 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:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Kotler Philip T. Armstrong Gary Agnihotri and Prafulla, Principles of Marketing 17<sup>th</sup> Edition Pearson Education
- Govindrajan 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, 6<sup>th</sup> Edition Sage Publications India Pvt. Ltd. New Delhi

BUL3221			Software Packages – I (R Programming)				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
2	0	2	3	NIL	3 Hours	0	0	0	100	100

#### COURSE OUTCOMES

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

CO1: To use and program in the programming language R.

CO2: To use R to solve statistical problems.

CO3: To implement and describe Monte Carlo the technology.

CO4: To minimize and maximize functions using R.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to R & Predicting Algae Blooms Starting with R, R Objects, Vectors, Factors, Generating Sequences, Sub-Setting, use of R as a calculator, functions, assignments and matrix operations, missing data and logical operators.

##### UNIT II

(10 Contact Hours)

Conditional executions and loops, data management with sequences; Data management with repeats, sorting, ordering, lists; Vector indexing, factors, Data management with strings, display and formatting; Data frames, statistical functions, compilation of data.

##### UNIT III

(10 Contact Hours)

Arrays and matrices, the use and definitions of procedures, functions, package, control structures (if, while, left), linear optimization, non-linear optimization, convergence properties and generation of random numbers.

##### UNIT IV

(9 Contact Hours)

Graphics and plots, statistical functions for central tendency, variation, skewness and kurtosis, handling of bivariate data through graphics, correlations, programming and illustration with examples.

##### UNIT V

(10 Contact Hours)

Simulation; Monte Carlo Simulation; Statistical Forecasting - Neural Networks; Predictive Analytics. Preparing and writing of a short term paper.

NOTE:	Research article and case studies will be used as per the course content.
	Evaluation shall be carried out in three stages, 2 minors of 20 marks each +1 major of 50 marks.
	Internal assessment will be based on practical lab-based assessment carrying 10 marks in total.

#### Reference Books

- Christian Heumann, Michael Schomaker and Shalabh, 'Introduction to Statistics and Data Analysis - With Exercises, Solutions and Applications in R', Springer.
- Pierre Lafaye de Micheaux, my Drouilhet, Benoit Lique, 'The R Software-Fundamentals of Programming and Statistical Analysis', Springer.
- Alain F. Zuur, Elena N. Ieno, Erik H.W.G. Meesters, 'A Beginners Guide to R (Use R)', Springer.

BUL3222			Business Research Methods				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To explain the basic concepts of research methods in the applied form with real time problems of business world.

CO2: To interpret the estimated results independently.

CO3: To apply appropriate tools as per data/information.

CO4: To apply knowledge to solve simple tasks using software's.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to Research Methods, Definition and Objectives of Research, Various Steps in Scientific Research, Types of Research; Research Purposes - Research Design - Survey Research- Case Study Research.

##### UNIT II

(10 Contact Hours)

Data Collection and Sampling Design, Sources of Data: Primary Data, Secondary Data; Questionnaire design- Survey and Experiments – Design of Survey and Experiments.

##### UNIT III

(10 Contact Hours)

Sampling Merits and Demerits - Control Observations - Procedures - Sampling Errors. Statistical Modeling and Analysis.

##### UNIT IV

(9 Contact Hours)

Probability Distributions, Fundamentals of Statistical Analysis and Inference, Spectral Analysis, Error Analysis.

##### UNIT V

(10 Contact Hours)

Research Reports -Structure and Components of Research Report, Types of Report, Layout of Research Report, Mechanism of writing a research report.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### Reference Books

- C R Kothari, 'Research Methodology: Methods and Techniques', New Age International.
- Prasant Sarangi, 'Research Methodology', Taxmann
- R. Panneerselvam, 'Research Methodology', PHI.
- Dahlia K. Remler & Gregg G. Van Ryzin, 'Research Methods in Practice- Strategies for Description and Causation', Sage Publication.

BUL3271			Principles of Taxation				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand tax structure for individuals and corporate.

CO2: Understand its implications for planning.

#### COURSE CONTENTS

##### **PART A: Direct Taxation (50 Marks)**

UNIT I: Basic Concepts and Definitions

(5 Contact Hours)

Introduction to Income Tax Act, 1961 and its constitutional validity, Previous year, Assessment year, Person, Assessee, Charge of Income tax, Income, Gross total Income. Total Income and Tax liability, Agricultural Income, Difference between exception and deduction. Assessment, definition of manufactured capital asset, company, fair market value, capital receipts Vs Revenue receipts, Capital expenditure Vs Revenue Expenditure, Method of accounting, definitions of amalgamation, demerger, infrastructure capital company and infrastructure capital funds, Rules of Interpretation, Residential status and tax incidence, Domain of direct taxes.

UNIT II: Heads of Income, Computation of Total Income and Tax Liability

(15 Contact Hours)

Income from Salary, House Property, Profits and Gains of Business or Profession, Capital Gains, Income from Other Sources, Income from other persons included in assessee's total income and computation of Income under each head of income, Ascertaining gross total income and total income, Taxable income and Computation of Tax. Return of Income and assessment of individuals, Hindu undivided families, firms, LLP, association of persons, companies, co-operative societies, trusts.

UNIT III: Tax Management, Administrative Procedures and ICDS

(4 Contact Hours)

TDS, TCS, Advance tax, Administrative Procedures, Income Computation and Disclosure Standards (ICDS).

##### **PART B: Indirect Taxation (50 Marks)**

UNIT IV: Goods and Service Tax Laws

(12 Contact Hours)

Goods and Services Tax Act and Rules – Central Goods and Services Tax Act 2017, State Goods and Services Tax Act 2017, Union Territory Goods and Services Tax Act 2017, Integrated Goods and Services Tax Act 2017, Concepts and Definitions under GST Laws, Levy and collection of Tax, Time, value and place of Supply, Input tax credit, Registration under GST laws, Accounts and other records, Computation of Tax Liability, Payment of Tax, Interest on delay in payment of Tax.

UNIT V: Tax Administrative Procedures, Audit and Compliance

(8 Contact Hours)

TDS and TCS under GST Laws, Returns, Matching concept under GST Law, Waybills under GST Act- Basics only, GST Audit by professionals.

UNIT VI: Customs Laws

(4 Contact Hours)

Basic concepts and definitions, Circumstances of Levy and Types of Duties.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Singhanian, V.K. Student Guide to Income Tax. Taxmann Publications Pvt. Ltd. (Latest ed.)
- Ahuja & Gupta. Simplified Approach to Corporate Tax. Flair Publications Pvt. Ltd (Latest ed.)
- Mahesh Chandra & Shukla, D.C. Income Tax Law & Practice Pragati Publications.
- Goyal, S.P. Tax Planning and Management. Sahitya Bhawan Publications.

#### Online Readings / Supporting Material

- Finance Act for the relevant assessment year.
- CBDT Circulations.
- Latest Court Judgments for the relevant Assessment year.



BUL3281			Logistics Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Recognize the importance of business logistic functions, key trade-offs and decisions.

CO2: Recognize the relevance of forecasting in demand planning and management process.

CO3: Understand the process of initiating a forecast, selecting the appropriate demand forecasting models and review and test the model using appropriate metrics.

CO4: To establish and review inventory policies within the supply chain.

CO5: Understand the key warehousing functions and recognize how to assess and benchmark warehousing activity.

CO6: Take decisions with respect to transportation mode selection by taking into account all relevant factors.

#### COURSE CONTENTS

UNIT I: Introduction to Logistic Management (8 Contact Hours)

Business Logistic Management Defined, Importance of Business Logistics Management, Objectives of Business Logistics Management, Key Logistics Decisions, Logistics Performance Measures, Logistics Organization.

UNIT II: Demand Forecasting (8 Contact Hours)

Objectives of demands Forecasting, Levels of Demand Forecasting, Forecasting Truism, Forecasting Metrics, Methods of Demand Forecasting, Time Series Analysis, Exponential Smoothing Method, Forecasting: Special Cases.

UNIT II: Inventory Management (12 Contact Hours)

Reasons for Holding Inventory, Inventory Decisions, Inventory Classifications, Total Cost Vs. Total Relevant Cost, Economic Order Quantity (EOQ) Model, EOQ Extensions, Single Period Inventory Model, Base Stock Policy, Continuous Review Policy (s,Q), Periodic Review Policy (R,S), Measuring Level of Service.

UNIT 4: Warehousing Management (10 Contact Hours)

Warehousing Basics, Core Warehousing Functions, Profiling & Assessing Performance of Warehouse.

UNIT 5: Transportation Management (10 Contact Hours)

Fundamental of Freight Transportation, Transportation Mode Selection, Impact of Transportation on Cycle, Safety and Pipeline Stock, Lead Time Variability and Mode Selection, International Transportation: Key Issues.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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.

BUL3223			Software Packages –II (Python)				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
2	0	2	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Describe the Numbers, Math functions, Strings, List, Tuples and Dictionaries in Python.

CO2: Express different Decision Making statements and Functions.

CO3: Interpret Object oriented programming in Python.

CO4: Understand and summarize different File handling operations.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to Python and Computer Programming Python - a tool, not a reptile; There is more than one Python; Let's start our Python adventure.

##### UNIT II

(9 Contact Hours)

Data Types, Variables, Basic Input-Output Operations, Basic Operators; Your first program; Python literals; Operators - data manipulation tools; Variables - data-shaped boxes; How to talk to computer?

##### UNIT III

(10 Contact Hours)

Boolean Values, Conditional Execution, Loops, Lists and List Processing, Logical and Bitwise Operations; Making decisions in Python; Python's loops; Logic and bit operations in Python; Lists - collections of data; Sorting simple lists - the bubble sort algorithm; Lists - some more details; Lists in advanced applications.

##### UNIT IV

(10 Contact Hours)

Functions, Tuples, Dictionaries, and Data Processing; Writing functions in Python; How functions communicate with their environment? Returning a result from a function; Scopes in Python; Let's make some fun... sorry, functions; Tuples and dictionaries; Modules, Packages, String and List Methods, and Exceptions Using modules; Some useful modules; What is package?; Errors - the programmer's daily bread; The anatomy of exception; Some of the most useful exceptions; Characters and strings vs. computers; Python's nature of strings; String methods; Strings in action; Four simple programs.

##### UNIT V

(10 Contact Hours)

The Object-Oriented Approach: Classes, Methods, Objects, and the Standard Objective Features; Exception Handling, and Working with Files.

NOTE:	Research article and case studies will be used as per the course content.
	Evaluation shall be carried out in three stages, 2 minors of 20 marks each +1 major of 50 marks.
	Internal assessment will be based on practical lab-based assessment carrying 10 marks in total.

#### Reference Books

- Paul Gries, Jennifer Campbell, Jason Montojo, 'Practical Programming: An introduction to Computer Science Using Python', The Pragmatic Bookshelf.
- Allen Downey, Jeffrey Elkner, 'Learning with Python: How to Think Like a Computer Scientist Paperback'.
- Hans Fangohr, 'Introduction to Python for Computational Science and Engineering (A beginner's guide)'.
- Timothy A. Budd, 'Exploring Python', Mc Graw Hill Education.
- Charles Severance, 'Python for Informatics: Exploring Information'.
- Mark Lutz, 'Learning Python', O'Reilly publication.

BUL3011			Family Business and Start-up Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To be capable of demonstrating comprehensive knowledge/understanding of Entrepreneurial processes & those of family oriented businesses.

CO2: To invent new business models & re-invent Family business models as enterprising and knowledgeable owners of the business.

CO3: To be able to make oral and visual presentations to sell their ideas and prepare business plans.

CO4: To critically evaluate Entrepreneurial policies and theories & inculcate critical thinking, in order to identify competitive business opportunities.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction of Family Business –Conceptual Models of Family firms –Three dimension development Model –ownership development dimension –Family Developmental Dimensions –Business Developmental Dimensions.

##### UNIT II

(9 Contact Hours)

Four Classic Family Business types –Founders and the Entrepreneurial experiences –Growing and evolving family business –Complexity of family enterprise –Diversity of successions: Different Dreams and challenges.

##### UNIT III

(10 Contact Hours)

Personality types –Managerial implications of dysfunctional narcissism –importance of individuation –power of envy –role of family myths and impact of family myths on family business –common personality characteristics of founder –common defensive structures in founder –maintaining the balance.

##### UNIT IV

(10 Contact Hours)

Options for tackling succession problem –inheritance –psychological pressure on new leaders –systematic view of business family –family system proposition –family scripts and rules –practical example of family system thinking –diagnosing family entanglements. Lewin’s idea of change –model of individual change –major themes in the individual journey towards change –process of change within organization –change process in families –family focus or organizational focus. Generation to generation Life cycles of Family business.

##### UNIT V

(10 Contact Hours)

Opportunity Recognition; Venture Teams; Unit Economics and Use Cases; Business Model Development; Business Model Innovation; Lean Entrepreneurship; Fundraising; Venture Capital Pitch; Entrepreneurship for Good; Startup Marketing.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### Reference Books

- S. Carlock, Elizabeth Floren, Treacy, ‘Family Business on the Couch –psychological perspective’, Manfred F.R. Kets de Vries, Randel–Wiley Publisher.
- Lansberg, Ivan, ‘Succeeding generations realizing the dream of families in business’, Harvard Business School Publishing India Pvt Ltd.
- Colin Barrow, ‘The Essence of Small Business’, Prentice Hall.
- Joseph R. Manauso, ‘How to start, finance and manage your small business’, Prentice Hall.
- C.B. Gupta & N.P. Srinivasan, ‘Entrepreneurship Development’, Sultan Chand & Sons,
- David H. Holt., ‘Entrepreneurship –New Venture Creation’, Prentice Hall.

BUL3012			Office Management and Correspondence				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: The student should be able to understand the importance of office management in an organization.

CO2: The student should be able to do filing and database management for office records.

CO3: The student should be able to design an office routine and systems.

CO4: The student should be able to understand the secretarial practices and official correspondence.

#### COURSE CONTENTS

##### UNIT I

(8 Contact Hours)

Meaning, functions and importance of office management; office management and organization, Principles of office management and organization, Principal departments of modern office, Centralization vs. decentralization of office services, Duties and responsibilities of office manager and supervisory staff.

##### UNIT II

(12 Contact Hours)

Office accommodation: Selection Office layout; Environment and working conditions. Office Records: Filing and Indexing: Retention and weeding out of papers. Meaning and importance of filing, essential of good filing system, Centralized and decentralized filing system, Meaning, need and types of indexing used in the business organization.

##### UNIT III

(12 Contact Hours)

Planning and Scheduling Office Work: Office routine, flow of work and office manual. Stationery and forms: The design and control of office forms. Control over stationery, forms and supplies. Office Automation.

##### UNIT IV

(6 Contact Hours)

Company Secretary: Qualities, qualifications, and appointment of company secretary; Rights, duties and liabilities of company secretary. Formation of a joint stock company and secretarial work; Share capital of a company; Secretarial practices relating to issue and allotment of shares and share certificate.

##### UNIT V

(10 Contact Hours)

Office Correspondence: Routine of handling mail. Sequencing and maintaining Office records. Database management, Inter-office and intra- office correspondence, Correspondence with agencies, correspondence in business and Govt. offices, essentials of good business and official correspondence, Main provisions of Official Language Act applicable to Govt. offices.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Chhabra, T.N., Modern Business Organization, New Delhi, Dhanpat Rai & Sons
- Duggal, Balraj, Office Management and Commercial Correspondence, Kitab Mahal, New Delhi
- P.K. Ghosh, "Office Management", Sultan Chand & Sons. New Delhi
- R.K. Chopra, Office Management, Himalaya Publishing House

BUL6017			Business Communication				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Identify global issues affecting business communication and to utilize analytical and problem solving skills appropriate to business communication with use of various types of oral, written and digital communication modes geared to a range of business audiences.

CO2: The employment of effective techniques to resolve conflict and negotiate in a business settings; and to apply business communication strategies and principles to prepare effective communication for domestic and international business situations.

CO3: The articulation of the acquisition of the above skills in an individual skills audit and professional development plan for transition-to-work and career progression purposes; and to participate in team activities that lead to the development of collaborative work skills.

CO4: Select appropriate organizational formats and channels used in developing and presenting business messages; and to compose and revise accurate business documents using computer technology.

#### COURSE CONTENTS

##### UNIT I

(8 Contact Hours)

Communication: Model, Importance, Types, Flows, Barriers. Non-verbal Communication. Effective Business Communication tips. Preventing Miscommunication. Importance of feedback.

##### UNIT II

(12 Contact Hours)

Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes. Business correspondence - business letter format, style of letter arrangement, types of letters, electronic mail; resume preparation; Cover letter Writing.

##### UNIT III

(12 Contact Hours)

Nonverbal communication; gestures, handshakes, gazes, smiles, hand movements, styles of working, voice modulations, business etiquettes; business dining, business manners of people of different Cultures, managing customer care. Body Language. Presentation skills, Business Etiquettes. Online Etiquettes.

##### UNIT IV

(6 Contact Hours)

Developing soft skills for success; Presentation skills, Referencing and Report writing. Role of technology in business communication, IT tools of Communication.

##### UNIT V

(10 Contact Hours)

Modern communication techniques; e-mail, sms, chat; communication network; 3G, 4G and 5G networks; WebRTC and its applications; role of electronic communication in optimization of business processes; Introduction to Twitter, Facebook, LinkedIn and other social media communication networks and their merits and demerits.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- HBR Guide to better Business Writing by HBR (Harvard Business School Press India Limited)
- Business Communication (SIE): Connecting in a Digital World by V. Raymond Lesikar (McGraw Hill)
- Soft Skills Training: A Workbook to Develop Skills for Employment by Frederick H. Wentz (Oxford University Press)
- Bovee, Thill and Chaturvedi; Business Communication Today; Pearson Education
- Lesikar, Pettit ; Business Communication:Theory Applications; AITBS
- Thorat, A. and Lokhandwala,M. ; Enriching Oral and Written Communication; Orient BlacksWan
- Dutt, P. Kiranmal and GeethaRajeevan and CLN Prakash; A Course in Communication Skills; Cambridge University Press



BUL6091			Statistical Methods for Management Decisions				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	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/GRETLE/E-Views.

#### COURSE CONTENTS

UNIT I (9 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 - Regression lines - Regression coefficient, Multiple Regression Analysis and applications.

UNIT II (9 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.

UNIT III (10 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 (10 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.

UNIT V (10 Contact Hours)

Functions and Programmes; Applications of Set theory; Basic Calculus and Applications; Matrix algebra and applications.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### 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.

BUL6271			Corporate Financial Reporting and Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Demonstrate the Financial Statements for understanding of stakeholders, Analyze the impact of GAAP and its applications for Reporting and Compliance.

CO2: Evaluate financial statements for strategic decision making.

CO3: Interpret and apply the ongoing developments for Financial Reporting.

CO4: Assist the Management in taking Strategic Decisions in the area of Corporate Finance.

#### COURSE CONTENTS

UNIT I: GAAP and Accounting Standards (10 Contact Hours)

Generally Accepted Accounting Principles in India, Overview of Accounting Standards, International Financial Reporting Standards and Overview of Ind-ASs Government Accounting in India – Role of CAG of India, Public Accounts Committee, Government Accounting Standards issued by Government Accounting Standards Advisory Board (GASAB), Government Accounting and Reporting.

UNIT II: Business Combination and Restructuring (10 Contact Hours)

Relevant terms and definitions, types of Mergers, Computation of purchase considerations arising on Mergers and Acquisitions, Accounting for Mergers/ Acquisitions, Corporate Financial Restructuring, Reconstruction Schemes, De-mergers, Revenue Mergers, Implications of notes to Accounts and Related Disclosures under Amalgamation and Reconstruction.

UNIT III: Consolidated Financial Statements (10 Contact Hours)

Concept of Goal, purposes of Consolidated Financial Statements, Consolidation Procedure, Non- Controlling Interest, Treatment of Goodwill, Pre-Acquisition Profit and Post Acquisition Profit and Concept of Fair Value at the time of Acquisition, Consolidated Income Statement, Balance Sheet and Cash Flow Statements for the Group of Companies, Impact on Group Financial Statements at the point of Acquisition.

UNIT IV: Valuation, Accounting and Reporting of Financial Instruments and Others (10 Contact Hours)

Recognition and Valuation of Financial Instruments (Ind AS), GST Accounting, NBFC – Provisioning Norms and valuation of Shares and Goodwill and accounting thereof.

UNIT V: Recent Trends in Financial Reporting (8 Contact Hours)

Sustainability Reporting, Triple Bottom Line Reporting, CSR Reporting, Fair Value Measurement, Integrated Reporting, Business Responsibility Reporting.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### Reference Books

- Corporate Accounting – SN Maheshwari –S Chand
- Corporate Financial Reporting – Ashish K. Bhattacharya – PHI publishers
- Financial Reporting – P.C. Tulsian and Bharat Tulsian – S Chand
- Corporate Financial Reporting – Vinod K. Aggarwal – AS Foundations
- Financial Reporting – Parveen Sharma, Kapileshwar Bhalla – Texmann
- Accounting Standards – Simplified – Uttam Prakesh Aggarwal – Lexis Nexis
- Financial Reporting - MP Vijay Kumar – Showwhite
- Financial Reporting – G Shekar and Saravana Prasath – Paduka
- Students Guide to Financial Reporting with applicable Ind Ass – D. S. Rawat – Texmann
- Guide to Ind Ass (Converged IFRs) – D. S. Rawat – Texmann
- Bharat's Practical Guide to Ind AS and IFRS – Kamal Garg – Bharat Law House New Delhi
- Indian Accounting Standards (Set of 2 Volumes) – Dolphy D' Suez – Snowwhite
- Indian Accounting Standards- B.D. Chatterjee- Texmann
- Ind AS- Simplified – Anand J. Banka – Valters Kluwar
- Standards of Auditing – SA/ISA – Nikhil Sigahl – Mukhash

BUL6062			Managerial Economics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Students will be able to think in the terms of a professional economist.

CO2: Students will be able to solve stylized quantitative questions in a business and economic context.

CO3: 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

(9 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

(9 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

(10 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

(10 Contact Hours)

Marginalist controversy, Average cost theory, and its applications in corporate world. Managerial Approaches Sales maximization theory vs. profit maximization approach.

##### UNIT V

(10 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:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### 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. Marks, William F. Samuelson; Wiley.

BUL6034			Marketing Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand and apply the concepts of marketing in the organizations.

CO2: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken.

CO3: Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts.

#### COURSE CONTENTS

##### UNIT I

(9 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

(10 Contact Hours)

Segmenting, targeting and Positioning: Product characteristics and Product Mix Product Life Cycle and product strategies, Product differentiation and design.

##### UNIT IV

(9 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

(10 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:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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, 15<sup>th</sup> 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

BUL6021			Organization Behaviour				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the management concept and how functions.

CO2: Understand behavior of the individuals at individual including attitudes, learning, personality, perception, and motivational theories.

CO3: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CO4: Understand the organizational system, including organizational structures, culture, and change.

#### COURSE CONTENTS

UNIT I (9 Contact Hours)

Management: Nature & Functions; Development of management thoughts; Planning, Organizing, Staffing, Directing, And Controlling; Coordination and Cooperation, Techniques for effective coordination.

UNIT II (9 Contact Hours)

Challenges and Opportunities for OB, OB Model; Foundations of Individual Behaviour: Learning, Attitudes, Personality, Perception, Emotional Intelligence.

UNIT III (10 Contact Hours)

Motivation Theories and Applications. Foundations of Group Behaviour: Group Development; Group Behaviour; Sociometry.

UNIT IV (10 Contact Hours)

Conflict management. Transactional analysis; Johari Window; Organization as a system: Organizational Change; Organizational Culture.

UNIT V (10 Contact Hours)

Organizational Development; Stress management. Case Studies, Role Plays, Activities.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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



BUL6241			Digital Innovation Strategies				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Students will understand the fundamentals of innovation and technology for business development process.

CO2: Identify the reason of internal & external factors that influence a firm technological strategy, diffusion of technology, technological disruption.

CO3: Understand how Indian ICT industry is partnering with corporations and governments globally in their digitization journeys.

CO4: Evaluate various Digital Government Strategy for dynamic and flexible mapping for digital transformation and innovation aiming at strengthening the relationship between citizens and the Government.

CO5: Understand how new digital ecosystems are reshaping consumer-producer interactions in agriculture, healthcare, retail, logistics, and other sectors.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

India's Digital revolution, Overview of digital infrastructure in India, Enabling services for Digital India Transformation, Capacity Building for Digital India, Digital Gap among India's Business, Building Digital ecosystem, Implication for companies, policy makers, and individual, & Digital Environment.

##### UNIT II

(10 Contact Hours)

Domain of Digital Transformation, Digital Innovation Strategy: A framework for diagnosing and Improving Digital Product and Service Innovation, Digital Economy, Gig Economy, Sharing Economy, P2P Economy, Platform Economy, Collaborative Consumption, Access Economy, Digital economy & Social design, Factors of Business Models.

##### UNIT III

(9 Contact Hours)

Digital Business Strategy and IT Alignment, Block Chain Technology, Reinventing Business Model, Driving Innovation Through Emerging Technologies, Digital Opportunities for Organizational Innovation, Designing for adoption, Framing O12, Digital Business Identity.

##### UNIT IV

(10 Contact Hours)

Industrial Evolution, Evolution of Innovation, Business Process Management: Potential and Challenges of Driving Innovation, Build Platforms, Data into Assets, Innovate by Rapid Expansion, Mastering Disruptive Business Model, Digital Disruption, Ecosystem Orchestration and Management, Industrial innovation, Managing Digital Transition.

##### UNIT V

(10 Contact Hours)

Understanding e-Governance, Managing e Government, Implementing e Government, Regulation of Digital Governance Future of e-Governance- Health, Education, Energy, Agriculture, Aadhaar and the Reform of Social Protection in India, Digital governance Framework, ICT and Development –JAM & DBM, Social Capital.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Austin, Robert D., Nolan, Richard L., and O'Donnell, Shannon. (2009). "Adventures of an IT Leader," Cambridge, MA: Harvard Business Press.
- Heeks, Richard, Reinventing Government in the Information Age, Routledge.
- Rogres, David, The Digital Transformation Playbooks, Columbia Business School.
- Gupta. Sunil, Driving Digital Strategy, Harvard Business Review.
- Daugherty, P & Wilson, H, Human + Machines, Harvard Business Review

BUP6093			Research Methodology Applications with SPSS				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
1	0	4	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Develop basic proficiency in conducting business research.

CO2: To correctly identify the appropriate research methodology tool and technique to analyse and draw meaningful conclusion from research.

CO3: To develop basic proficiency in software (like SPSS, E-Views and R) and its application in research.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to Research Methodology: Defining Research Problem and Developing an Approach, Research Design Formulation, Basics of Exploratory, Descriptive and Causal Research Design, Ethics in doing research.

##### UNIT II

(9 Contact Hours)

Introduction to Data Analysis: Data Collection, Data Preparation, Exploring Data, Describing the Distribution of Single Variable, Findings Relationships among Categorical and Numerical Variables.

##### UNIT III

(10 Contact Hours)

Statistical Interference: Sampling and Sampling Distribution, Confidence Interval Estimation, Hypothesis Testing.

##### UNIT IV

(10 Contact Hours)

Estimating Relationships: Regression Analysis, Discriminant Analysis, Factor Analysis, Cluster Analysis, Multidimensional Scaling and Conjoint Analysis.

##### UNIT V

(10 Contact Hours)

Time Series Analysis and Forecasting: Introduction, Forecasting Methods, Testing of Randomness, Regression-Based Trend Model, The Random Walk Model, Moving Average Forecasts, Exponential Smoothing Forecasts, Seasonal Models.

NOTE:	Research article and case studies will be used as per the course content.
	Evaluation shall be carried out in three stages, 2 minors of 20 marks each +1 major of 50 marks.
	Internal assessment will be based on practical lab-based assessment carrying 10 marks in total.

#### Reference Books

- Naresh K. Malhotra, Marketing Research: An Applied Orientation, Pearson Education, India
- S.C. Albright and W.L. Winston, Business Analytics: Data Analysis and Decision Making, Cenage Learning.

BUL6033			Marketing Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the dimension of marketing problems and issues and how decision is taken.

CO2: Able to grasp the practical situations and design the solutions for marketing problems.

CO3: Understand the ethical marketing practices and deal with the dilemmas thereafter.

CO4: Learn to design channel, take pricing decisions and media related decisions at national as well as international level.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to Marketing Decision Making shall involve describing the approach to develop marketing strategies, eleven P's as elements of marketing decision making. Building customer relationship, and customer equity along with the estimation of customer life time Value for decision making.

##### UNIT II

(10 Contact Hours)

Conducting marketing research and using specific metrics in defining managing marketing information; Decision variables and discussions on Value Delivery network; Marketing Logistics, Supply Chain Management.

##### UNIT III

(10 Contact Hours)

Industrial Marketing process; Marketing Channel Design, Sales Management: Selling Process, Sales budget & Sales Quota, defining Sales Territory, Sales meetings and Contests.

##### UNIT IV

(9 Contact Hours)

Understanding Industrial Marketing Process, Pricing and pricing decisions in two-sided markets, Branding decisions; International marketing; Decisions in Global Marketing Environment.

##### UNIT V

(10 Contact Hours)

Decisions variables and specific models in Web Marketing; Social Network Management; Sustainable marketing decisions shall discuss: Consumer impact, Consumerism and Marketing Ethics.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Malhotra Naresh k, Marketing Research: An Applied orientation, 2007, 7<sup>th</sup> Edtn. Pearson Education, New Delhi
- Reeder Robert R, Brietry Edward G, Reeder Betty G; Industrial Marketing: Analysis, Planning and Control, 1997, 2<sup>nd</sup> Edn PHI Learning Private Limited-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
- Lee Nancy R, Social Marketing: Influencing Behaviors for Good 2012, 4<sup>th</sup> Edition Sage South Asia
- Saxena Rajan, Marketing Management, Tata McGraw Hill, New Delhi
- Applied Case Studies in Marketing, S Shajahan, Primus Books, New Delhi

BUL6046			Managerial Accounting and Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Students shall go through understanding of Managerial / Management Accounting and its application in day-to-day business management and decision making by preparing internal reports, predicting cost behavior, assigning costs to cost objects, and enable the management in making decisions under various situations.

CO2: Students shall be able to apply theories of Management Accounting in the operational, tactical, and strategic decision making domain of a business organization, NGO's, NPO's etc; identify various cost classifications based on how costs respond to changes in production levels, and how those changes affect managements' decision to expand or reduce capacity levels; and can identify the costing method to use in situations.

CO3: Students should be able to develop their core-competence through various traditional and contemporary methods of costing; and in dealing with formulation of business strategies with the help of knowledge acquired in subject; can prepare an income statement required for internal reporting.

CO4: Discuss the ethical constraints that guide a manager in pursuing his/her ultimate goal of maximizing the value of the firm.

#### COURSE CONTENTS

##### UNIT I: Basic Conceptual Framework

(10 Contact Hours)

Basic Concepts – Present Business Environment – Definition of Management / Managerial Accounting – Scope of Management Accounting – Functions of Management Accounting – Functions and Role of Management Accountant – Management Accounting vs Financial 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, Emergence and concept of Strategic Cost management, Limitations of Traditional cost, cost management, Traditional VS Strategic Cost Management.

##### UNIT II: Cost Management Methods and Techniques

(10 Contact Hours)

Cost Management – with respect of Material Cost – Labour Cost and Overheads Management & Cost Ascertainment – Preparation of Cost Sheet & Product / Service Pricing, overview of Unit, Process and Contract costing, Target costing, Value Analysis, Pareto Analysis, throughput accounting, Life cycle costing, Environmental Management Accounting, Cost Management for specific sectors- Agriculture Sector, Information Technology Sector, Power Sector, Steel Sector, Pharmaceutical and Chemical Sector, Textile sector, Footwear sector, FMCG sector, Cement Sectors – through Case Study Approaches.

##### UNIT III: Decision Making

(8 Contact Hours)

Techniques for Decision Making – Marginal Costing – BEP & CVP Analysis – Differential Costing – Relevant Costing, Activity Based Costing, Activity Based Management, Theory and Principles of Product/ Service pricing strategies under different market conditions of the existing products and new products.

##### UNIT IV: Management Control

(10 Contact Hours)

Strategic Planning & Control – Strategic Management Accounting – Management Hierarchy – Budget & Budgetary Control & Expenditure Monitoring, Concept of Feedback and Feed towards control, Behavioral aspects of Budgeting –imposed style, Participative Budget, Zero Based Budget, Beyond Budgeting, Standard Costing – as the technique of Cost control and Cost management, Variance Analysis and Reporting Variance investigation techniques, interpretations of Variance of element wise cost and Sales Variance, Management By Exception, Cost and Management Audit as a tool for efficiency management and Reporting - Predicting and Preventing corporate failure.

##### UNIT V: Management Accounting, Techniques for Performance Evaluation and Measurement

(10 Contact Hours)

Performance Management Information System – Management Accounting Information Needs & Management Structure – Lean Management Information System – Human Behaviour & Management Accounting System, Responsibility Accounting, Linking Critical Success Factors (CSFs) to Key Performance Indicators (KPIs) and Corporate Strategy, Performance Management Models – Balanced Scorecard, Performance Pyramid, Performance Prism and Building Block model, Strategic Business Units (SBUs), Performance Measures – Measuring of goals congruence – as the foundation of Transfer Pricing – methods of transfer pricing, International Transfer pricing.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- 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 Durr – 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

BUL6092			Decision Models and Optimization				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Are exposed to the various issues related to qualitative and quantitative techniques of optimization.

CO2: Develop skills to formulate and apply the techniques of optimization and simulation to solve problems of business world.

CO3: Able to formulate decision models to solve real life problem and proficiently allocating scarce resources to optimize the objective function.

CO4: Are exposed to the strategies to be played to compete in competitive business world.

#### COURSE CONTENTS

##### UNIT I

(9 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

(9 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

(10 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

(10 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

(10 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:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks.
	Internal Marks 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.

#### 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.

BUL6023			Management of Organizations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Demonstrate proficiency in fundamental human resources theories and concepts and how they apply to real world situations.

CO2: Develop an understanding of the challenges of human resources management and successfully manage and resolve conflict.

CO3: Employ analytical tools to assess HR related business problems and reach defensible conclusions.

#### COURSE CONTENTS

##### UNIT I

(9 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: Managing Human Resources

(9 Contact Hours)

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: Staffing and Training

(10 Contact Hours)

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: Performance and Compensation Management

(10 Contact Hours)

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.

##### UNIT V: Human Resource Development and Industrial Relations

(10 Contact Hours)

Employee Grievances and Discipline, Collective Bargaining, Trade Unions and Employers' Associations, Industrial Relations and industrial Disputes.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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

BUL6036			Digital and Social Media Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1. Understand; what is Search & Digital Media Marketing Context.

CO2. Evaluate the impact of a digital media campaign in terms of a specific marketing objective.

CO3. How to structure social campaigns and everyday content?

CO4. Understand Social Media Analytics.

CO5. Exploring various business model for digital marketing.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Traditional marketing & modern Marketing, Key differences in Web1.0, Web 2.0, Web3.0, Digital Transformational Model, REAN Digital Marketing Model, Types of Digital Marketing, and Digital Marketing Business Model.

##### UNIT II

(10 Contact Hours)

Digital Marketing strategy & Roadmap, Digital Marketing Framework ASCOR - Assessment phase, Strategy, Communication, Operation Setup, Digital Marketing Revenue, Traffic Building, Web Business Models, Engagement Marketing, Online Campaign Management.

##### UNIT III

(9 Contact Hours)

Search Engine Optimization, Implementing an effective Search strategy, Search data Improve Business & Product Strategy, Building Search Process, Working with developers, Social Media & Search.

##### UNIT IV

(10 Contact Hours)

Evolution of Social Media Marketing, Social Media Marketing Strategy, Social Consumers, Network Structure in Social Media, Social Community, Social Publishing, Social Entertainment, Social Commerce, Social Media Metrics.

##### UNIT V

(10 Contact Hours)

Big Data & Social Media Analytics, Google Analytics, measurement Strategy, Google Tag Manager Concept, Acquisition Report, Segment, Mobile App Measurement.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Fundamentals of Digital Marketing, 1st edition, Bhatia, P.S, Pearson, ISBN9789332587373
- Digital Marketing, Ahuja, V. Oxford, ISBN0199455449
- The Art of Digital Marketing, Ian Dodson, Wiley India PvtLimited, ISBN 9788126564408
- Social Media Marketing, 2nd edition, Tuten, Solomon, Sage, ISBN9789351509240
- Social Media Marketing- The Next generation of Business Engagement, Dave Evnas, Wiley, ISBN9788126531493
- The Art of Social Media, Guy Kawasaki, Penguin, ISBN 9780241199473.
- Alhlou, Asif, Fettman, Google Analytics, Wiley



BUL6042			Corporate Finance				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the strategic fit of finance function in overall corporate setting.

CO2: Explain key corporate finance decisions and its implication on the value of the firm.

CO3: Evaluate the projects and investment decisions by taking into consideration all relevant factors.

CO4: Evaluate the various sources of corporate finance and choose the right financial mix and financing instruments.

CO5: Evaluate the alternative ways of returning cash to shareholders and its implication for the firm.

#### COURSE CONTENTS

UNIT I: Introduction to Corporate Finance

(9 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

(9 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

(9 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

(9 Contact Hours)

Dividend Policy, Analyzing Cash Returned to Stockholders, Beyond Cash Dividends: Buyback, Spinoffs and Divestitures.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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.

BUL6051			Supply Chain Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Recognize the three primary flows (i.e. physical, financial and information) inherent in the supply chain of any firm.

CO2: Design and manage three primary flows (i.e. physical, information and financial) within the supply chain environment.

CO3: Understand how different firms and supply chain interact with each other.

CO4: Understand how supply chain organizations are typically organized with in the larger organizational setting.

CO5: Design suitable performance metrics for supply chain performance evaluation.

#### COURSE CONTENTS

UNIT I: Building Strategic Framework to Analyze Supply Chain (8 Contact Hours)

Supply Chain Management Key Concepts, Logistic vs Supply Chain Management, Supply Chain Perspective, and Supply Chain as a System.

UNIT II: Designing Supply Chain Network (12 Contact Hours)

Introduction to Network Model, Facility Location Model, Supply Chain Network Design, Practical Considerations.

UNIT III: Planning Demand and Supply in Supply Chain (10 Contact Hours)

Production Planning: Fixed Planning Horizon, Master Production Schedule, Material and Distribution Requirement Planning: Available to Promise (ATP), Bills of Material (BOM), MRP Coordination.

UNIT IV: Connecting Sales to Operations (10 Contact Hours)

Aggregate Planning Models: Aggregate Planning Model Levers, Monthly Sales & Operation Planning Process, Distribution and Channel Strategies, Omni Channel Distribution, Reverse Supply Chains.

UNIT V: Managing Cross Functional Drivers in Supply Chain (8 Contact Hours)

Sourcing Decisions in a Supply Chain, Pricing and Revenue Management in Supply Chain, Supply Chain Finance, Information Technology in a Supply Chain, Supply Chain Coordination, Supply Chain Organizational, Process, and Performance Metric Design.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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.

BUL7271			Management Control System				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Acquire knowledge, insights and analytical skills related to how the finance managers go about designing and implementing control systems.

CO2: To plan and control the organisational systems for implementing corporate strategies.

CO3: To understand, design and implement strategic cost and pricing decisions.

#### COURSE CONTENTS

##### UNIT I

(8 Contact Hours)

Conceptual framework of management control: Nature of Management Control Systems, Understanding Strategies, Behaviour in Organizations, Responsibility Centers, Revenue and Expense Centers, Profit Centers, Responsibility Accounting, Inter-divisional Transfer Pricing.

##### UNIT II

(12 Contact Hours)

Measurement of Divisional Performance including Performance Evaluation - Qualitative and Quantitative, Investment Centre and Measuring and Controlling Assets Employed. Techniques of management control process: Strategic Planning, Steps in management control process Budget Preparation, Planning and Procedures, Budgetary Control, Analysis of Variance, performance Budgeting.

##### UNIT III

(9 Contact Hours)

Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting, Analysing Financial Performance Reports, Performance Measurement, Management Compensation, Behavioural aspects of management control such as motivation and morale.

##### UNIT IV

(9 Contact Hours)

Goal Congruency, Participative and Responsive Management. Variation in managerial control system: Controls for Differentiated Strategies, Service Organizations, Multinational Organizations and Management Control of Projects.

##### UNIT V

(10 Contact Hours)

Strategic Cost Control: Pricing decision including pricing strategies, Pareto Analysis, Just-in-time Approach, Material Requirement Planning, Enterprise Resource Planning, Total Quality Management, Balance Score Card, Bench Marking, Theory of Constraint, Uniform Costing and Inter firm comparison, Profitability analysis - Product wise/segment wise / customer wise.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Allen, B. R., Brownlee, E. R. II, Haskins, M. E., & Lynch, L. J. (2005). *Cases in management accounting and control system* (4th ed.). New Delhi: Pearson Education.
- Anthony, R. N., & Govindrajana, V. (2007). *Management control systems* (12th ed.). New Delhi: Tata McGraw-Hill.
- Cooper, R., & Kaplan, R. S. (2004). *Design of cost management systems* (2nd ed.). New Jersey: Prentice Hall.
- Kaplan, R. S., & Anderson, S. R. (2007). *Time-driven activity-based costing: A simpler and more powerful path to higher profits*. USA: Harvard Business School Press.
- Kaplan, R. S., & Cooper, R. (2009). *Cost & effect: Using integrated cost systems to drive profitability and performance*. USA: Harvard College.
- Kaplan, R. S., & Norton, D. P. (2008). *Execution premium: Linking strategy to operations for competitive advantage*. USA: Harvard Business School Press.
- Shank, J. K. (2006). *Cases in cost management: A strategic emphasis* (3<sup>rd</sup> ed.). USA: Cengage Learning.
- Shank, J. K., & Govindarajana, V. (2008). *Strategic cost management: The new tool for competitive advantage*. New York: Free Press.

BUL7018			Project Appraisal and Planning				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: The student should be able to conduct analysis and understand the feasibility of the project.

CO2: The student must be able to develop a project and design a project plan with different scenarios.

CO3: The student must be able to assess the time line and review as well as evaluate the project with business outcomes.

CO4: The student must be able to work on PMIS and integrate the project plan.

#### COURSE CONTENTS

##### UNIT I

(9 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

(10 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

(10 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

(9 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

(10 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:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks..
	Internal Marks 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.

#### 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.

BUL7011			Strategic Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Explore the conceptual foundations and frameworks for understanding strategy.

CO2: Apply the concepts of strategic planning, formulation, implementation and control.

CO3: Be able to comprehend the business situations and take decisions in the complex business environment.

CO4: Apply tools of strategic decision making in for designing grand strategy and generic strategy for different business situations.

#### COURSE CONTENTS

##### UNIT I

(9 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

(10 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

(9 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

(10 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:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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

BUL7021			Managing Teams				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Expose the students with the group dynamics and issues which differentiate between effective and less effective team performance.

CO2: Students will be able to understand and apply various conflict resolution strategies in group while working collaboratively.

CO3: Students will be able to analyze the role of leaders in effective group performance and impact of leaders style on each member as well as team's as a whole performance.

CO4: Exposure to various decision making strategies while working in a team.

#### COURSE CONTENTS

UNIT I (9 Contact Hours)

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 II (9 Contact Hours)

Influencing others - working collaboratively, managing change and resolving conflict. Models and tools for systematic observation and analysis of group functioning.

UNIT III (10 Contact Hours)

Contributing to team growth and leadership: Role of the leader, Building high performance teams, Leadership styles, Personality styles.

UNIT IV (10 Contact Hours)

Building a team culture; the impact of an individual values orientation, paradigms and behaviour on group function; understanding individual behaviour, working with emotional intelligence; strategies for implementing change in groups.

UNIT V (10 Contact Hours)

Team building exercises, Successful team decision making, providing vision and creating enthusiasm, Delegating.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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.

BUL7016			Entrepreneurship				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Exposed to discern different entrepreneurial traits & understand the basic development of entrepreneurship as a profession & business models.

CO2: Understand strategic entrepreneurship management for small businesses & able to Identify capital resources for new ventures and small businesses with social responsibilities.

CO3: Understand the systematic process to select and screen a business idea and ability to recognize a business opportunity that fits an individual.

CO4: To align entrepreneurial knowledge with corporate processes & encourage innovation & entrepreneurship in real life situations.

#### COURSE CONTENTS

##### UNIT I

(9 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

(9 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

(10 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

(10 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

(10 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.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### 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
- Economic and Political Weekly, New Delhi, Various Issues.



BUL7017			Business Laws				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Develop an understanding of basic provisions of business laws and their application.

CO2: Develop legal analysis and reasoning, legal research, problem solving skills.

CO3: Demonstrate a commitment to professionalism and responsibility to the legal system of India.

#### COURSE CONTENTS

Unit I: Elements of Company Law

(9 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

(9 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

(10 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

(10 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:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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

BUL7261			Leadership Development				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: The students will be able to identify the impact of changing from employee to leader and personality characteristics on leadership behavior.

CO2: Students will be to understand and apply leaders' role in implementing and managing change; motivation and communication strategies to manage team performance effectively.

CO3: 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 (9 Contact Hours)

Leadership Defined, Evolution of leadership, Leadership theories (traditional, Behavioral, contingency), types of leadership, leadership styles, leadership skills, Role of followers in the process of leadership, Leadership and conflict management, authentic leadership.

UNIT II (9 Contact Hours)

Motivation and Leadership, Understanding role of power and influence in leadership.

UNIT III (10 Contact Hours)

Leadership and group dynamics, decision making styles, techniques & strategies and Leadership, communication strategies for effective decision making.

UNIT IV (10 Contact Hours)

Leadership and understanding human behavior (personality, learning, attitudes and perception), Personality characteristics and behaviors of effective leader.

UNIT V (10 Contact Hours)

Role of Leaders in Organizational Culture and Change. Case Studies and Role Plays.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- 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

BUE3251			Industrial Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To outline and list the factors affecting marketing strategies in a typical B-2-B scenario and identify the strategies to stay relevant in the market place; To recognize the impact of traditional consumer behavior theories and decision making processes in a B-2-B organization as compared to a B-2-C organization.

CO2: To outline, relate and demonstrate the relationships between applied industrial marketing concepts and its impact on competition. The student will be able to demonstrate, modify and apply the applications and uses of select industrial marketing concepts in simulated business situations; To choose, compare and evaluate various decision-making processes, aligning the same with specific requirements of the organization and address specific concerns of decision makers and influencers across hierarchy.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Basics of Industrial Marketing; Industrial versus Consumer Marketing; Industrial Marketing Landscape; Classification of Industrial Customers. The Industrial Marketing system and the Industrial Marketing concept, Industrial goods demand and product characteristics, market levels and product types, the industrial customer, buyer motives business and institutional buyers.

##### UNIT II

(10 Contact Hours)

Buying Behaviour, Unique Characteristics of Organizational Procurement; Purchasing in Government Units; Industrial Buying Behaviour in Indian context; Conceptualization of Buying Behaviour; Organisational Buying: BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis. Inputs to Industrial Marketing Uncertainty Management in Industrial Marketing; Purchasing Agents and Negotiation in Industrial Marketing.

##### UNIT III

(10 Contact Hours)

Strategic Planning Process of Strategic Planning; Variables Used to Segment Industrial Marketing; Industrial Marketing Strategy in India; Managing the Development of Strategic Planning and McKinsey's 7-s Framework. Strategy Implementation Understanding Strategy Formulation and Strategy Implementation; Industrial Marketing Strategy Components; Industrial Marketing Strategy in India; Industrial Marketing Research for New Product Development. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service component—The provision of parts, technical assistance, terms of sales.

##### UNIT IV

(9 Contact Hours)

Channel Optimization Channel Participants; Channel Functions and Dual Channels; Choosing the Right Distributor; Distribution and Manufacturers' Representatives. Logistics and Marketing Control Purchasing Practices of Industrial Customers in Indian Context; Marketing Logistics: Physical Distribution and Customer Services; Marketing Control. Formulation of channel strategy-conditions influencing channel structure.

##### UNIT V

(10 Contact Hours)

Pricing Price: A Crucial Element in Product Strategy; The nature of Derived Demand; Industrial Product Pricing in India; Segregation of New Product Cost; Pricing in Industrial Marketing. The promotional component, advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Sales Force Planning Development of Industrial Sales Force; Motivation of Sales Force; Effective Use of Sales Compensation. Personal selling-Personnel profiles selection and training, supervisions compensation sales promotion and public relations-Trade shows and exhibits, promotional novelties.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Business Marketing: Text and Cases, Krishna K. Havaladar, McGraw Hill, ISBN: 978-1-25-909796-6
- Industrial Marketing, Horey Sankar, Mukerjee, Excel Books, ISBN: 978-81-7446-700-3
- Industrial Marketing, P.K. Ghosh, Oxford, ISBN: 0-19-567794-3
- Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu Csg, Lalitha R, Publisher: Jaico Book House
- Industrial Marketing 2e by K. K. Havaladar, Publisher: Tata McGraw-Hill Publishing Company limited
- Industrial Marketing by Phadtare M. T, Publisher: Prentice Hall of India Private Limited

BUE3252			Principles of Sales Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Describe the role of a sales manager and to explain the various activities involved in business development.

CO2: Analyze sales force management practices and to evaluate the sales planning process.

CO3: Demonstrate the selling skills and value ethical sales practices.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Nature, Role and Importance of Sales Management; Personal Selling ; Types/ Classification of personal selling, Difference between selling and marketing; Skill Sets required in selling. Sales Management overview; Evolution of personal selling Effective Sales Manager.

##### UNIT II

(9 Contact Hours)

Selling Skills: Communication skills and process ; Managing Body Language; Listening Skills; Conflict Management ; Negotiation, conflict management and Problem Solving Skills, Pre-sales preparation; Methods of prospecting ; Approaches to Sales Presentation. Methods of handling customer objections; Methods of closing sales and follow up action.

##### UNIT III

(10 Contact Hours)

What is business development; Difference between business development planning and sales planning; why planning for business development business development important; how business plan is developed?

##### UNIT IV

(10 Contact Hours)

Sales Forecasting (Forecasting approaches- qualitative and quantitative for market Demand , sales forecasting methods, Designing and Allocation of Sales Territories. Route Planning, Types of Sales Quotas Procedure of Quota setting Problems in setting sales quotas, Designing Sales Organization.

##### UNIT V

(10 Contact Hours)

Sales Motivation Factors Influencing Motivation of Sales Person ;Designing Motivational Programme; Motivational Tools , Factors influencing the design of a Compensation Plan; Types of Compensation plan; Sales force Expense Analysis; Measurement of Sales Organization Effectiveness.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Panda,Tapan K, and Sahadev Sunil,(2013), 'Sales and Distribution Management, Oxford, 2nd ed.
- Still, Cundiff, and Govni, (2011), Sales Management: Decision, Strategy and cases, Pearson, 5th ed.
- Ingram & Lafarge, Sales management: Analysis & Decision making, Cengage

BUE3253			Advertising and Public Relations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: 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.

CO2: To understand the essence of PR as a practical discipline within the organization; be aware of its functions, strategies and particular techniques; and to understand how public relations theory and practice developed and how public relations is practiced in different countries.

CO3: Aware of different types of stakeholders involved in private and public organizations that use public relations strategies; and to understand, recognize, and examine the phenomenon of media transparency and its application for the public relations profession and practice in a global world.

#### COURSE CONTENTS

##### UNIT I

(8 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

(10 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

(10 Contact Hours)

Agency Structure: Roles and Responsibilities Across Levels: Evolution of Ad Agencies: Various Stages and Current Status; Various Functional Departments and Scope of their Works; Ad Agency: Functions, Types, Structure, Departments, Remuneration, Pitching, Client Agency Relationship; Revenue and Commission Systems. Account Management: Definition, Responsibilities and Implementation Paths. Agency Operation: Role of Advertising Agency, Types of Advertising Agencies; Client-Agency Relationship.

##### UNIT IV

(10 Contact Hours)

PR: Concepts, Definitions and Theory; Brief History of Public Relations and Emergence of Corporate Communication; Understanding Various Concepts, viz., PR, Press Agency, Publicity, Propaganda and Advertising " Defining Publics/Stakeholders. PR Process: Problems, Media Selection, Feedback and Evaluation. Tools of PR: Media Relations (Organizing Press Conferences/Meets, Press Releases/Communiqué/ Briefs, Rejoinders etc.) and Media Relations management (Selection of Media and Reaching out to its various Publics).

##### UNIT V

(10 Contact Hours)

The Public Relations Environment: Trends, Consequences, Growth and Power of Public Opinion; Persuasion and Public Relations: The Power Structure, Roots of Attitude, Culture, Laws of Public Opinion and Governors of Opinion Change. PR and Writing: Printed Literature, Newsletters, Position Papers/Opinion Papers and White Papers and Blogs. Crisis Communication: PR's Role in Business, Government, Politics, NGOs and Industry Associations. Digital PR in Marketing and Brand Promotions; The need for synergy between advertising and PR to achieve marketing goals.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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)
- Singh Nishant (Dr.): Vigyapan Prabandhan (Omega Publications, New Delhi, 2010)
- The Public Relations Handbook, 2nd ed. (2001) by Alison Theaker, Routledge
- Public Relations and Social Theory: Key Figures and Concepts (2007) by Øyvind Ihlen, Routledge Communication Series.

BUE3254			Tourism and Hospitality Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

## COURSE OUTCOMES

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

CO1: To understand the key characteristics of tourism and hospitality marketing and to identify various marketing management options available to the of tourism and hospitality marketer; and to analyze the tourism and hospitality business environments.

CO2: Tot explain the Behaviour of the tourist and business customers. Understand the role of relationship marketing in the tourism and hospitality arena; and to understand the importance of internal marketing in a tourism and hospitality organization.

CO3: to develop a marketing plan for an organization operating in the tourism and hospitality industry; and to understand the key issues in the marketing of tourist destinations. Understand the 4As of the destination marketing mix. Discuss the tourism destination life cycle.

## COURSE CONTENTS

### UNIT I

(9 Contact Hours)

Concept of Tourism - Definition, Approaches and evolution of Tourism; Tourist- Definition, Distinction between Traveler, Visitor, Tourist, Excursionist & Transit Visitor; Typology of Tourist; Travel Motivations; Tourism Systems-Elements, Kinds and Uses, Leiper's Geo-spatial Model, Mill-Morrison, Mathieson & Wall, Butler's Tourism Area Life Cycle (TALC)- Doxey's Iridex Index – Demonstration Effect – Crompton's Push and Pull Theory, Stanley Plog's Allo-centric and Psycho-centric Model of Destination Preference.

### UNIT II

(8 Contact Hours)

Tourism Product- Features of Tourism Product; Types of Tourism Product; Tourism Typology; Tourism Industry- Components (Tourist Destinations and Attractions); Operating Sectors of the Tourism Industry; Tourism Paradigms- Eco, Green, Farm, Rural, Soft, Alternate, Heritage, Cultural, Ethnic, Senior Citizen and Sustainable Tourism; Special Interest Tourism- Definition, Adventure, Beach and Island, Health, Wildlife and Sports Tourism.

### UNIT III

(10 Contact Hours)

Tourism Impacts: Socio-Cultural, Economic, Environmental and Political Impact Assessment; Positive and Negative Impacts of Tourism; Carrying capacity of destinations. Tourism Organizations-Role and Function of WTO, ICAO, PATA, UFTAA, ASTA, FHRAI, IATO, TAAI, & ITDC; Stakeholders in Tourism Development. Concept, overview and historical development of hotel industry - International and Indian perspective. Hotel: types and characteristics; Hotels organizational structure of Hotel-Small, Medium and Large; Departments of a hotel and their functions; Linkages & integrations in hotel industry; International hotel regulation; Ethical dilemmas in hospitality; Star categorization of Hotels.

### UNIT IV

(10 Contact Hours)

Front office operations: Introduction; Competencies of front office Personnel; Functions of front office at the arrival & departure of the guest; Front office procedure for emergencies; Guest History; Budgeting and yield management; Guest Relations Executive. House-keeping: Competencies of a housekeeping professional; Duties of an Executive Housekeeper and Room Attendant- Rules on a guest floor, The Maids Cart, Procedure for cleaning room & bathroom; Public Area Management and Service.

### UNIT V

(11 Contact Hours)

Tourism Resources: Concept, and classification; difference between tourism resources and products; Culture– definition and components; Heritage – meaning and types; Philosophies of different religions of India; Travel Agency – concept and importance; Evolution of travel agency business; functions of travel agency; types of travel agents. Tour Operations – concept, importance; difference between travel agency and tour operator; types of tour operators; Tour planning - market research, negotiation with suppliers and vendors, costing, financial evaluation and pricing, marketing (brochures, advertising and sales promotion, trade & publicity), execution of a tour, post tour management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

## Reference Books

- Swain, S.K. and Mishra, J.M. (2012). Tourism Principles and Practices. Oxford Publication.
- B Chand, M. (2004). Basics of tourism: theory, operation and practice. Kanishka Publishers.
- B Sharma, K. (2014). Introduction to Tourism Management. Tata McGraw-Hill Education.
- B Roday, S., Biwal, A., & Joshi, V. (2009). Tourism operations and management. Oxford University Press.
- B Walker, J. R., & Walker, J. T. (2011). Tourism concepts and practices. Pearson Education India.
- B Goeldner, C.R and Ritchie, J.R (2012). Tourism – Principles, Practices and Philosophies, John Wiley & Sons, Inc.

BUE3255			Principles of Retail Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Illustrate core concepts and trends in Retail.

CO2: Apply Retail Mix strategies for decision making.

CO3: Analyze given Retail formats/models and strategies.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to the world of Retailing and Emerging Scenario (Elements of Retail Mix) Transformation of Retailing – Unorganized – Organized - Online. Types of retailers: Store Based Food retailers General Merchandise Retailers Big Box/ Flagship Stores Services Retailing, Types of ownership.

##### UNIT II

(9 Contact Hours)

Non Store Based Retailing / Online Retailing, FDI in Retailing: Regulations and Opportunities, FDI in Retailing: Regulations and Opportunities, Understanding and analyzing the Retail Consumer.

##### UNIT III

(10 Contact Hours)

Retail Strategic Planning, Retail Location Decision, Selecting the Retail store location, Category Management, Supply Chain Management.

##### UNIT IV

(10 Contact Hours)

Retail Pricing: Considerations in setting retail prices, Retail Shrinkage Ethics in Retail, Customer Relationship Management / Customer Service Strategies, Customer Loyalty Programs, Store Layout & Design, Visual Merchandising & Semiotics.

##### UNIT V

(10 Contact Hours)

Retail Branding & Communication Mix, Retail Scenario Analysis, Retail Scenario Analysis, E- Tailing in India, New age technology in retailing, Rationale of Private Label, Future of Private Label, Future of Retail Marketing –Green Retailing.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Berman, B., Evans, J., & Mathur.M. (2011). Retail Management: A Strategic Approach. New Delhi: Pearson Education.
- Biyani, K. (2007). It Happened in India. New Delhi: Rupa & Co.
- Uniyal D., Sinha P. (2018), Managing Retailing, 3<sup>rd</sup> Edition, Oxford Higher Education



BUE3256			International Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Analyze the environmental variables that influence international marketing; and describe the strategies and tactics that can lead to successful international marketing given those environmental constraints.

CO2: Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena; and understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations.

CO3: Analyze a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation; and produce a comprehensive international marketing plan.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. International Marketing Environment, Challenges in Global Marketing. International Trade Environment theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories.

##### UNIT II

(9 Contact Hours)

International Market Entry Strategies, International Product Policy and Planning - Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services. International Pricing Policy: Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade.

##### UNIT III

(10 Contact Hours)

International Distribution and Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, and International Packaging. International Promotional Strategies - Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing.

##### UNIT IV

(10 Contact Hours)

Foreign Markets and Export Marketing Process; Choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2002-2007. Foreign Trade Policy: Export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, gem and Jewelry Promotion Scheme, Diamond import license, Special Economic Zones (SEZs), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme.

##### UNIT V

(10 Contact Hours)

Foreign Exchange and Foreign Currency: Foreign Exchange Market, Organization of the foreign exchange market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, foreign Currency Options, Forecasting Foreign Exchange Rates. International Financial Institutions: IMF, World Bank – IBRD, International Finance Corporation, Organization for Economic Cooperation and Development (OECD). Legal and Ethical Issues in International Marketing: Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
- Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
- Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
- Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
- Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

BUE3257			e-Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the e-Marketing Revolution.

CO2: Evaluate the e-consumer behavior.

CO3: Developing and delivering e-product and e-service offerings.

#### COURSE CONTENTS

##### UNIT I: Introduction

(9 Contact Hours)

e-Marketing: Emergence, B2B, B2C, B2G, C2C developments, e-commerce business models, myths and realities of e-markets.

##### UNIT II: Online Customer

(9 Contact Hours)

e-Market Research process, Primary and Secondary Research, Technology to analyse information, new approaches to segment customer, Creating customer insight.

##### UNIT III: Managing Customer Relationship

(10 Contact Hours)

Developing Customer database, Data Privacy, Direct and Database marketing, CRM Technology.

##### UNIT IV: Developing the Customer Offering

(10 Contact Hours)

Technology to improve product/service offerings, increasing speed to market, Advanced Manufacturing techniques and product commercialization, Pricing decisions, Managing multiple distribution channels, Role of Interactive media.

##### UNIT V: Delivering the Offering

(10 Contact Hours)

Sales force effectiveness, Customer Service and Support, IT Productivity Paradox, IT Paradox and Electronic Marketing, e-Trends, Road ahead.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Advances in Electronic Marketing by Irvine Clarke and Theresa Flaherty (IGI Publishing)
- Electronic Marketing: Theory & Practice For The 21st Century by John O' Connor, Eamonn Galvin, Martin Evans (Pearson)
- Electronic Marketing and the Consumer by Robert A. Peterson (Sage Publication)

BUE3258			Customer Relationship Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand how customer relations is related to other business functions and its importance to the success of the business entity.

CO2: Understand the importance of attitude and customer education as it relates to marketing; and be able to identify, understand, and apply basic marketing concepts to solving marketing challenges.

CO3: Understand good marketing practices and techniques and how to apply them; and be able to develop a sound customer oriented marketing plan.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. An Insight into CRM and eCRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Affiliation in Retailing Sector.

##### UNIT II

(10 Contact Hours)

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

##### UNIT III

(9 Contact Hours)

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

##### UNIT IV

(10 Contact Hours)

Analytical CRM - Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering. CRM Links in E-Business: E-Commerce and Customer Relationships on the Internet, Supplier.

##### UNIT V

(10 Contact Hours)

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement. Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects: Development Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi. 2011
- S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
- Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
- V. Kumar & Werner J., Customer Relationship Management, Wiley India, 2008

BUE6251			Consumer Behavior				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understanding the impact of the digital revolution on general consumer behavior.

CO2: Application of qualitative and quantitative research designs.

CO3: Working in teams to understand the market problem and devising solutions on the basis of different aspects of consumer behavior.

CO4: Analyzing the trends in consumer behaviour and applying them to the marketing of an actual product or service.

CO5: Understanding the customers from different cultures and their behaviour with the help of cases.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to Consumer Behaviour and Consumer Research: Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Consumer Behaviour and its Applications in Marketing, Consumer Research Process. Marketing Segmentation and Positioning: Requirements for Effective Segmentation, Bases for Segmentation. Product Positioning: Positioning Strategy, Positioning Approaches, Positioning Errors. Consumer Motivation: Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research.

##### UNIT II

(9 Contact Hours)

Consumer Motivation: Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research. Consumer Personality: Self-concept, personality Theories, Brand Personality, emotions. Consumer Perception: Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organization, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions.

##### UNIT III

(10 Contact Hours)

Consumer Learning, Memory and Involvement: Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity. Consumer Attitudes: Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies.

##### UNIT IV

(10 Contact Hours)

Cultural Influences on Consumer Behaviour: Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications. Social Class and Group Influences on Consumer Behaviour: nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership.

##### UNIT V

(10 Contact Hours)

Diffusion of Innovation: Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion. Situational Influence on Consumer's Decision and the Decision Models: Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System). Consumer Decision-making Process: Outlet Selection, Purchase and Post Purchase Behaviour, Outlet Selection and Purchase, Post Purchase Behaviour.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Consumer Behavior: Buying, Having, and Being by Michael R. Solomon (Pearson)
- Consumer Behavior by Leon G. Schiffman, Joseph Wisenblit, and S. Ramesh Kumar (Pearson Education)
- The Cambridge Handbook of Consumer Psychology by Michael I. Norton, Derek D. Rucker and Cait Lamberton (Cambridge University Press)
- Handbook of Marketing Scales: Multi-Item Measures for Marketing and Consumer Behavior Research by William O. Bearden, Richard G. Netemeyer and Kelly L. Haws (SAGE)

BUE6252			Marketing Strategy				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1. Apply theories of consumer behavior to the formulation of effective marketing strategy.

CO2. Identify and discuss a wide range of interesting and dynamic sales professions within the for profit and non-profit sectors of the economy.

CO3. Understand the development of corporate strategy is influenced by strategic marketing Considerations.

CO4. Utilize various contemporary theories, tools and techniques for developing Marketing planning decisions.

CO5. Develop a marketing plan that includes the various marketing mix elements of Product / service planning, pricing, distribution and promotion.

#### COURSE CONTENTS

UNIT I (10 Contact Hours)

Market Scope,, Market sizing and trend analysis, Market potential, Market demand, Market share & Market Volume metrics Market Size of Wearable Technologies, Online Value Proposition, Customer loyalty, Customer loyalty metrics.

UNIT II (10 Contact Hours)

Online marketing mix Impact of Digital Technology on Consumer Behaviour, Usage Management, Cross Sell, Retention Management, Price Management, Marketing Intelligence from User's Online Data, Managing consumer demand, Analytics Ecosystem, Acquiring consumers, Engaging consumers, Measuring and Optimizing Marketing expenditure.

UNIT III (12 Contact Hours)

Big Data, Machine Learning, & Cloud Computing in Marketing strategy , Mobile Services, Social Listening feedback Mechanism, IT Consumerization, AI in Customer Services, Sales, and Marketing, Develop strategies for using AI and ML to increase revenue, lower cost, boost customer satisfaction, and expand the possibilities of how your organization engages its customers.

UNIT IV (8 Contact Hours)

Platform Marketing Strategy- Network Effect, Architecture, Disruption, Launch, Monetization, Openness, Governance, Metrics.

UNIT V (8 Contact Hours)

Product Development Process, Neuro Marketing Strategy, AI – Solving Marketing Problems, Attention, Persuade, Strategic Role Onboard.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Marketing 2nd edition, Grewal & Levy- MC Graw Hill, ISBN-9780071332750.
- Marketing Management 5th edition Indian Context, Ramaswamy & Namakumari, MC Graw Hill, ISBN-9781259026416
- Market Based Management Strategies for growing customer value and profitability 5th edition, Roger J. Best, ISBN 812032806X
- Strategic Marketing 2nd edition, Anderson & Vincze, ISBN-8177225731
- Jim Sterne, Artificial Intelligence for Marketing, Wiley.
- Bart, Baesens, Analytics of Big data world, Wiley
- Eric Siegel, Predictive Analytics, Wiley

BUE6253			Product and Brand Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the importance of new product development.

CO2: Evaluate the value of brands.

CO3: Developing products and creating brands ethically.

#### COURSE CONTENTS

UNIT I: Product Management (9 Contact Hours)

Opportunity Identification, Concept Generation, Concept Evaluation, Technical Development, Market Planning.

UNIT II: Product Decisions (10 Contact Hours)

Understanding PLC stages, Identification and Revitalization of Weak Products and Services, Evaluation of Weak Products/Services and Elimination Strategies, Organizational Arrangements for Developing, Managing and Eliminating Products and Services.

UNIT III: Foundation of Brands (9 Contact Hours)

Brands, Branding, Brand Users, Brand Value, Brand Loyalty, Brand Equity.

UNIT IV: Creating Brands (10 Contact Hours)

New Brand creating, Maintaining Brand Positioning, Extending, Partnering, Managing Brand Portfolios, Brand Innovations.

UNIT V: Challenges (10 Contact Hours)

Global Branding, Corporate Branding, B2B Branding, Services Branding, Brands Crisis, Ethics and Brands.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Brand Management: Co-creating Meaningful Brands by Michael Beverland (Sage Publications)
- New Product Planning by Kenneth B Kahn (Sage Publications)
- Product Lifecycle Management by Antti Saaksvuori and Anselmi Immonen (Springer)

BUE6254			Integrated Marketing Communication				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Know how IMC fits into the marketing mix; and obtain a practical, real-world application of IMC theory.

CO2: Understand how the communications process fits into and works with consumer behavior with emphasis on the consumer decision making process.

CO3: Develop an awareness of the connection between marketing communications tools, and how each can be used effectively-individually or in an integrated mix.

#### COURSE CONTENTS

##### Unit I

(9 Contact Hours)

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour.

##### UNIT II

(10 Contact Hours)

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB).

##### UNIT III

(9 Contact Hours)

Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes- Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

##### UNIT IV

(10 Contact Hours)

Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.

##### UNIT V

(10 Contact Hours)

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill
- Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
- Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
- Advertising Management, Aakar, Batra and Myers, Prentice
- Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
- Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
- Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

BUE7251			Retail Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes.

CO2: To guide the student through the development and understanding of implementing a retail strategy.

CO3: To provide the student with the understanding of the increased use of technology in the field of retailing.

CO4: Describe the actions taken to acquire and retain customers; produce goods and services; and measure/track financial performance.

#### COURSE CONTENTS

UNIT I (9 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 (10 Contact Hours)

Information gathering and processing in Retailing, Types of retailer, Types of ownerships, Understanding consumers, strategic planning in retailing, Trading area analysis, Reilly's Law, Huff's Law.

UNIT III (9 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:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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



BUE7038			Marketing of Services				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Gain knowledge of service processes to manage global and local markets.

CO2: Take decisions to increase market share by using different service marketing strategies.

CO3: Critically evaluate the issues of service marketing.

CO4: Apply service marketing concepts ethically to decrease the cost and increase the value to customers.

#### COURSE CONTENTS

UNIT I: Introduction to Service Sector (10 Contact Hours)

Introduction, Service sector and GDP, services versus goods marketing, services marketing mix.

UNIT II: Customer Perspective (10 Contact Hours)

Service quality model, role of consumer in services, service expectations, delighting customer.

UNIT III: Evaluating and Delivering Services (10 Contact Hours)

Service encounters, services marketing research tools, relationship marketing, customer pyramid, relationship bonds.

UNIT IV: Service Designs (9 Contact Hours)

Service recovery, service blueprint, service standards, physical evidence, servicescapes.

UNIT V: Service Promises (9 Contact Hours)

Services triangle, integrated services marketing communications, managing demand and capacity.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Services Marketing by Christopher H. Lovelock (Prentice Hall)
- Services Marketing by Zeithamal and Bitner (McGraw Hill)
- Service Marketing by C. Bhattacharya (Excel Books)
- Service Marketing: The Indian Context by Srinivasan (Prentice-Hall of India)
- Integrated Marketing Communication by Kirti Dutta (Oxford University Press India)

BUE7033			Rural Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Gain Conceptual knowledge about rural marketing with special reference to Indian context and will gain insight on development of the field of Rural Marketing.

CO2: Review the substantive models and theories and how they can be used to promote business in rural areas.

CO3: Create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.

CO4: Familiarize with the special problems of rural markets, and to understand the working of rural marketing institutions.

#### COURSE CONTENTS

##### UNIT I

(9 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

(10 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

(9 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:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- K.S. Habeebur Rahman, Rural Marketing, HPH
- Badi & Badi, Rural Marketing, HPH
- T. P. Gopaldaswamy, Rural Marketing, Excel Books, 2nd Edition, 2003.
- Pradeep Kashyap & Siddhartha Raut, The Rural Marketing Book, Biztantra Publications, 2006.
- 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, 2007.
- CSG Krishnamacharylu & Laitha Ramakrishna, RURAL MARKETING, Pearson Education Asia, 2009
- Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi
- Agarwal A. N., Indian Economy, Vikas Publication, New Delhi, 6.
- Ruddar Dutt Sundaram, Indian Economy, Tata McGraw Hill. Publishers, New Delhi

BUE7252			Social Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the value of behavior change for social good.

CO2: Analyze the social issues and their solutions.

CO3: Implement social marketing strategies.

#### COURSE CONTENTS

##### UNIT I: Introduction

(9 Contact Hours)

Social Issues, Concept of Social Marketing, Definition, Difference from Commercial Marketing, Social Marketing's Unique Value Proposition, Role of Social Marketer.

##### UNIT II: Social Marketing Process

(10 Contact Hours)

Process and Influences in Marketing Planning, Steps to develop Social Marketing Plan, Social Marketing Research approach.

##### UNIT III: Social Marketing Environment

(9 Contact Hours)

Exploring the Market for different social issues, their causes, possible options, Choosing a Purpose and Focus for the Plan and Conducting a Situation Analysis, Ethical Considerations.

##### UNIT IV: Target Audiences, Objectives, and Goals

(10 Contact Hours)

Selecting Target Audiences, Criteria for Evaluating Segments, Behaviour Objectives, Knowledge and Belief Objectives, Identify Target Audiences Barriers, Benefits, and the Competition.

##### UNIT V: Developing Social Marketing Strategies

(10 Contact Hours)

Crafting Desired Positioning, Developing a Positioning Statement for Social Marketing Offerings, Social Marketing Product Platform, Developing Ps of Social Marketing, Managing Social Marketing Programs.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Social Marketing: Influencing Behaviors for Good by Philip Kotler and Nancy Lee (Sage Publications)
- Social Marketing by R. Craig Lefebvre (Sage Publications)
- Social Marketing in India by Sameer Deshpande and Nancy Lee (Sage Publications)

BUE3261			Compensation and Benefits				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To enable student to design an organization's compensation process that is compliant with law and supports organizational mission and strategy, Compare and contrast various organizational compensation management programs and best practices globally

CO2: Assess how compensation can contribute to employee satisfaction and motivation issues.

CO3: Understand different ways to strengthen the pay-for-performance link, learn the concepts of Payment and employee benefits issues for workers, understand the legally required employee benefits, and learn some of the implications for strategic compensation.

#### COURSE CONTENTS

UNIT I (10 Contact Hours)

Overview of Compensation- Strategic role of Compensation in HR system, factors influencing effective compensation.

UNIT II (10 Contact Hours)

Relevance of Psychological Contract, Elements of Compensation. Compensation process- Employee satisfaction and motivation issues in compensation, developing salary structure, Different types of Salary Structures.

UNIT III (10 Contact Hours)

Reward Philosophy, Strategy and Policy, Incentives for shop-floor; sales forces; executives, non-financial rewards.

UNIT IV (9 Contact Hours)

Executive compensation system. Competence-related Pay and Skill-based Pay, Core competency and compensation, Quality & Compensation.

UNIT V (9 Contact Hours)

Performance Linked Compensation: Pay for Performance Plans, Balancing of Internal and External Equity, Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Dewakar Goel, Performance Appraisal & Compensation Mgt.,- A Modern Approach, Phi
- Joseph J. Martocchio, Strategic Compensation - A HRM Approach, Pearson Publishers.
- Garry Dressler, "Personnel / Human Resource Management", London, Prentice Hall, 1994.
- William B. Werther Jr and Keith Davis "Human Resource Management". New Jersey: McGraw Hill (1993)
- Milkovich & Newman, Compensation, Irwin/McGraw-Hill 8th Ed.

BUE3262			Employee Relations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Acquire a solid theoretical, practical and ethical perspective on many aspects of Employee Relations.

CO2: Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.

CO3: Understand the key participants, institutions, relationships and processes in employee relations.

#### COURSE CONTENTS

##### UNIT I

(10 Contact Hours)

Overview of Employee Relations Management, Importance of Employee Relations Management, Evolution of Laws Relevant to Employee Relations in India.

##### UNIT II

(10 Contact Hours)

Overview of Organizational Discipline, Types of Organizational Discipline, Manifestations of Organizational Indiscipline, Types of Disciplinary Problems, Disciplinary Procedure. Organizational Misconduct.

##### UNIT III

(10 Contact Hours)

Grievance Handling Procedures, Pre-requisites, and Essentials. Trade Unions, Types of Trade Unions, Advantages and disadvantages of Trade unions, Trade Unions in India.

##### UNIT IV

(9 Contact Hours)

Collective Bargaining and Negotiation, Phases of Collective Bargaining and Negotiation, Collective Bargaining Advantages, Negotiation Skills; Employee Participation Methods and Practices.

##### UNIT V

(9 Contact Hours)

Contemporary Issues in Employee Relations: Employee wellness in organization, Issues with Contract labour and temporary workforce, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### 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

BUE3263			Labour Legislations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Know the development and the judicial setup of legal principles, rules and institutions which regulate the Indian work relationships.

CO2: Enhance their understanding on functioning of labor related departments that enforce various labour laws in India.

CO3: Judge and handle the actual work situations and implications thereof via case learning and analytical abilities.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to Labour Legislations and Regulatory Laws: Meaning and Classification of labour legislations in India, History & Development of Labour Legislations in India.

##### UNIT II

(9 Contact Hours)

Law Relation to Labour Relations & Trade Unions: Industrial Disputes Act, Lay-off, Retrenchment; Nature and concept of standing orders, Industrial Employment (Standing Orders) Act, Trade Union Act.

##### UNIT III

(10 Contact Hours)

Law Relation to wages, Social Security and Welfare Legislation in India: Payment of Bonus Act, Payment of Gratuity Act, Minimum Wages Act, Payment of wages Act.

##### UNIT IV

(10 Contact Hours)

Workmen Compensation Act, Equal Remuneration Act, Maternity Benefit Act, Employee State Insurance Act. Employees Providing Fund Act.

##### UNIT V

(10 Contact Hours)

Laws Relating to Working Conditions: Factory Act, Employment of Children Act, Contract Labour Act, Apprentices Act. Miscellaneous Labour Legislations: Sexual Harassment of Women at Workplace (Prevention, Prohibition and Regulation) Act.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Garg, K.C.; Sharma, Mukesh; Sareen, V.K. Commercial and Labour Laws. Ludhiana: Kalyani Publishers.
- Kumar H.L., (2000). Practical Guide to Labour Management. New Delhi: Universal Law Publishing.
- Reshma Arora, Labour Law. New Delhi: Himalaya Publication House.
- Kumar H.L., Practical Guide to Contract Labour - Regulation & Abolition Act & Rules. New Delhi: Universal Law Publishing.
- Mathur. A.S. Labour Policy and Industrial Relations in India. Agra: Ram Prasad.
- Singh, Avtar. Introduction to Labour & Industrial Law. New Delhi: LexisNexis.

BUE3264			Knowledge Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Manage the entire process of Knowledge Management and Knowledge Creation.

CO2: Develop Knowledge leadership Capabilities.

CO3: Understand the challenges of knowledge based organizations and the HR mechanisms to manage them effectively.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to Knowledge Management, Knowledge Management Cycle, Knowledge Management Models, Concept and Characteristics of Knowledge based Organizations; Context and relevance of KM for HRM in competitive environment and knowledge economy.

##### UNIT II

(9 Contact Hours)

Knowledge identification, knowledge capture, knowledge acquisition and creation; knowledge codification, knowledge linking and building, knowledge transfer and dissemination, knowledge storage, knowledge sharing, knowledge application, Nonaka's Model of Knowledge creation-SECI Model, Ba Model.

##### UNIT III

(10 Contact Hours)

Developing knowledge leadership capabilities, Recruiting and selecting knowledge leaders; Strategic Knowledge leaders, Knowledge culture enablers, developing and maintaining knowledge motivators and other managerial and social infrastructure.

##### UNIT IV

(10 Contact Hours)

Performance appraisal in a knowledge based organizations, Managing knowledge and personnel and organizational health, Rewarding Knowledge, Management of Retention.

##### UNIT V

(10 Contact Hours)

Role of Organization Culture in Knowledge management. HRIS for Knowledge based organizations-concept, mechanisms and software orientation, Performance management Mechanisms.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Davenport, T.H. and Prusak, I. Working knowledge: How organizations manage what they know, Harvard Business Press
- Tiwana, A. Knowledge Management Tool Kit, Prentice Hall
- Nonaka I. & Takeuchi, The knowledge creating company: How Japanese Companies Create the Dynamics of Innovation, Oxford University Press.
- France Horibe, Managing Knowledge Workers, John Wiley & Sons
- Fernandez & Leidner, Knowledge Management, PHI
- Mruthyunjaya, Knowledge Management, PHI

BUE3265			Employee Training and Development				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Know the role and relevance of training and development for management of human resources effectively and efficiently in the organizations.

CO2: Understand the psychology describing the learning process of training and development.

CO3: Will able to assess, design, implement and evaluate various methods/techniques/sources of training and development effectively in various contexts.

#### COURSE CONTENTS

UNIT I (9 Contact Hours)

Training and Development; Objectives of Training- an overview, role, responsibilities and challenges to Training Managers.

UNIT II (9 Contact Hours)

Organization and Management of Training Function; Training needs assessment and its importance, different methods of training need assessment; Project on Training Need Assessment.

UNIT III (10 Contact Hours)

Instructional Objectives and Lesson Planning; Learning Process and Principles of Learning, Learning Theories, Learning Cycle. Process of Designing Training & Development Programmes.

UNIT IV (10 Contact Hours)

Training Climate and Pedagogy; Developing Training Modules and Training Methods for operatives and executives, Training Evaluation- Concept, Different Data Collection methods for evaluation, different methods of training evaluation. Evaluating Training Effectiveness, RoI of Training.

UNIT V (10 Contact Hours)

Trainer's Skills and Styles; training for organization development, Live Project on Designing a Training Plan.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Bass B.M. and Vaughan, V.A., Training in Industry- The Management of Learning, Tavistock Publications, London
- Boydell, T. and Larry, M., Identifying Training Needs, IPD, Landon
- Auerback, Carol, Active Training: A Handbook of Techniques, Designs, Case Examples and Tips, Pfeiffer Publishing
- Philips, Jack, J, Handbook of Training Evaluation and Measurement Methods: Proven Models and Methods for Evaluating any HRD Programme, Gulf Publishing Company.
- Sullivan, Richard L, the Trainers Guide: A Practical Manual for the Design, Delivery and Evaluation of Training, Aspen Publishing Inc., New York.



BUE3266			HRD System and Strategies				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To enable student to understand HRD approaches, climate and lead to human development in organization.

CO2: 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, career planning, potential appraisal etc.).

CO3: Understand what is required to align human resource strategy with strategic objectives of business.

#### COURSE CONTENTS

##### UNIT I

(10 Contact Hours)

HRD-Macro Perspective: HRD Concept, Origin and Need, HRD as a Total System; Approaches to HRD; Human Development and HRD; HRD at Macro and Micro Climate.

##### UNIT II

(10 Contact Hours)

HRD-Micro Perspective: Areas of HRD; HRD Interventions Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning.

##### UNIT III

(10 Contact Hours)

OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD.

##### UNIT IV

(9 Contact Hours)

HR Accounting; HRD Audit, Strategic HRD: Learning and HRD; Group and Individual Learning; Assessment Centre; Behaviour Modeling and Self Directed Learning.

##### UNIT V

(9 Contact Hours)

Human Resource Training and Development: Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers, Training Methods, Evaluating the HRD.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Nadler, Leonard : Corporat Human Resource Development, Van Nostr and Reinhold, ASTD, New York . 2. Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt. Ltd., New Delhi, 2005.
- Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi, 2004.
- Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi.
- Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.
- Rao, T.V: HRD Audit, Sage Publications, New Delhi.
- ILO, Teaching and Training Methods for Management Development Hand Book, McGraw-Hill, New York.
- Rao, T.V: Human Resource Development, Sage Publications, New Delhi.
- Kapur, Sashi: Human Resource Development and Training in Practice, Beacon Books, New Delhi.

BUE3267			Employee Engagement				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Appreciate the relevance and role of employee engagement in bringing a sustainable competitive advantage for organizations.

CO2: Develop and implement employee engagement plans for business organizations.

CO3: Understand and address the obstacles to achieve required engagement outcomes for business organizations.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Employee Engagement, Concept and nature, Building Blocks of Engagement, Changing workplace and workforce and demystifying employee engagement.

##### UNIT II

(9 Contact Hours)

Barriers to employee engagement, Role of Leadership and communication in engaging employees, Role of culture in engagement.

##### UNIT III

(10 Contact Hours)

Best Practices and Benchmarking in employee engagement, Models and programmes, Measuring Engagement: Instruments and Strategies.

##### UNIT IV

(10 Contact Hours)

Engagement through performance management, training and development, career planning and development, Employee Engagement and Talent Management.

##### UNIT V

(10 Contact Hours)

Employee Engagement Outcomes, Burnout and disengagement, resistance to change and engagement, turning around businesses using employee engagement.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Emma Bridger, Employee Engagement: A Practical introduction, Kogan Page
- Scott Carbonara, Manager's Guide to Employee Engagement, McGraw Hill
- William H. Macey, Benjamin Schneider, Karen M. Barbera, Scott A. Young, Employee Engagement: Tools for Analysis, Practice and Competitive Advantage, Wiley-Blackwell
- Catherine Truss, Kerstin Alfes, Rick Delbridge, Amanda Shantz, Emma Soane, Employee Engagement in Theory and Practice, Routledge.

BUE3268			Employee Welfare and Social Security				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To enable student to understand the concept of labor welfare and its impact on historical development in India.

CO2: To understand the labour welfare programmes and their administration.

CO3: To understand the concept of social security in India.

#### COURSE CONTENTS

##### UNIT I

(10 Contact Hours)

Social and Labour Welfare: Social Welfare; Labour Welfare: Concept, Scope; Philosophy and Principles of Labour Welfare; Indian Constitution and Labour Welfare; Labour Welfare Policy, Historical Development of Labour Welfare in India.

##### UNIT II

(10 Contact Hours)

Indian Labour Organization: Impact of ILO on Labour Welfare in India; Agencies of Labour Welfare and their Roles, Labour Welfare Programmes: Statutory and Non-statutory, Extra Mural and Intra Mural. Welfare Centers; Welfare Officer: Role, Status and Functions.

##### UNIT III

(9 Contact Hours)

Social Security: Concept and Scope; Social Assistance and Social Insurance, Development of Social Security in India; Social Security Measures for Industrial Employees.

##### UNIT IV

(9 Contact Hours)

Labour Administration: Evolution of Machinery for Labour Administration; Central Labour Administrative Machinery in India, Labour Administration in India.

##### UNIT V

(10 Contact Hours)

Director General of Employment and Training; Director General of Factory Advice Service; Provident Fund Organization; ESI Schemes; Central Board for Workers' Education. Skill Development.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Moorthy, M.V., Principles of Labour Welfare, Oxford & IBH Publishing Co., New Delhi.
- Vaid, K.N., Labour Welfare in India, Sree Ram Centre for Industrial Relations and Human Resources, New Delhi.
- Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing, House, Mumbai.
- Ram Chandra P. Singh, Labour Welfare Administration in India, Deep & Deep Pub., New Delhi.
- Punekar, S.D. Deodhar S.B., Sankaran, Saraswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Publishing House, Mumbai.
- Pant, S.C., Indian Labour Problems, Chaitanya Publishing House, Allahabad.
- Saxena, R.C., Labour Problems and Social Welfare, K. Nath & Co., Meerut.
- Bhogiliwala, T.N., Economics of Labour and Industrial Relations, Sahitya Bhavan Publishing Agra.
- Mamoria, C.B. Dynamics of Industrial Relations in India, Himalaya Publishing.

BUE6261			Understanding Workplaces and Industrial Psychology				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To make student understand the origins of I-O Psychology and what I-O Psychologists do, role of psychologists in industry, growth and development of Industrial Psychology in India, problems related to industry and human factors affecting industry.

CO2: Understand the building blocks of a job and learn a methodology to study jobs, learn how the science of human behavior is used to select, develop, and manage employees, student should be able to grasp the practical situations and design the solutions for psychological problems.

CO3: Develop an understanding of how theory and research are applied to work settings, begin to think and write critically about I-O psychology theory, research, and application, begin to apply what you've learned about I-O psychology to your own and others' work, to be able to understand practical implications of motivation theories, job satisfaction and morale and new directions in leadership research globally.

CO4: Learn how organizations can create a supportive work environment through emotional management, creating better work environment, controlling accidents and managing stress.

#### COURSE CONTENTS

UNIT I: Introduction to Psychology in Industry (9 Contact Hours)

Organizational Psychology, Role of psychologist in Industry, Growth & development of organizational psychology in India, human factors and Industry problems,

UNIT II: Psychological Tests (10 Contact Hours)

Psychographic factors involved in employee's job performance, psychological tests in Industries: their utility, reliability and validity.

UNIT III: Attitudes in an Organization (9 Contact Hours)

Conceptual framework of attitudes: factors influencing development of attitudes, implications for organizations,

UNIT IV: Employee Morale and Job satisfaction (10 Contact Hours)

Employee morale, job satisfaction, practical implications of motivational theories, new directions in leadership research, emotional management,

UNIT V: Work Environment and Stress (10 Contact Hours)

Work environment: noise, illumination, colour, vibration etc., accidents at work place, monotony, stress and fatigue and their impact on work psychology, stress management interventions.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks(10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty

#### Reference Books

- Schultz & Schultz, Psychology & Work Today, Pearson Ed.
- Muchinsky, Psychology Applied to Work, Thomson Wadsworth
- Coon & Mitterer, Introduction to Psychology: Gateways to Mind & Behavior, Thomson Wadsworth.
- Kaplan & Saccuzzo, Psychological Testing- Principles, Applications & Issues, Thomson Wadsworth

BUE6262			Power and Politics in Organizations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Basic understanding regarding dynamism of power and politics and various facets of these in organizations.

CO2: Understanding relating to different strategies of power and its influence in decision making.

CO3: Insight regarding ethical considerations in power and politics in organizations and its impact on wellbeing of employees and organizations' productivity.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Concept of power, forms and basis of power; Dynamics of power, Indicators of power, Sources of power, Individual attributes as sources of power; Use of power; power tactics, Manifestations of organizational power.

##### UNIT II

(9 Contact Hours)

Different strategies of influence to problems in organizations. Analyze strengths and weaknesses of individual influence; Developing a plan of action for increasing individual power in workplace. Analyze political strategies of powerful individuals in organizations.

##### UNIT III

(10 Contact Hours)

Strategies for employing power effectively; Comparative analysis for developing and developed economics; Power and influence in decision making; Leadership principles and power; Power in teams; leveraging multiple sources of power; Politics, types and essence of politics.

##### UNIT IV

(10 Contact Hours)

Ethical considerations in power and politics; Organizational politics and employee well-being; Power, politics and organizational productivity.

##### UNIT V

(10 Contact Hours)

Case studies of organizations and role play and emerging issues in the areas of power and politics in organizations, power & politics laboratory.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Jeffrey Pfeffer , Managing With Power: Politics and Influence in Organizations Harvard Business Review Press
- Samuel B. Bacharach Lawler, Edward J., Power and politics in organizations Samuel B. Bacharach, Edward J. Lawler.
- Gilbert W. Fairholm, Organizational Power Politics: Tactics in Organizational Leadership, Greenwood Publishing group
- Cialdini, R. Influence: Science and Practice
- Maxwell, J. The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization

BUE6263			Negotiation Skills				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Develop the skills and techniques of a successful negotiator.

CO2: Differentiate negotiation styles and mental models, analyze their own and their partner's behavior in negotiations.

CO3: Learn to counter manipulation and psychological press in negotiations.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Foundations of Negotiation-conflict and its management; conflict management through Negotiation; Fundamentals of Negotiation; Negotiation Performance and Ability, Negotiation Style- Developing effective negotiation style.

##### UNIT II

(9 Contact Hours)

Negotiation Process and Planning: Stages of Negotiation; PRAM Model of Negotiation, Key steps in Planning for Negotiations. Communication in Negotiation: Kinesthetic Communication, Persuasion and its theory; decoding communication for negotiations.

##### UNIT III

(10 Contact Hours)

Negotiation Strategy, Tactics and Counter Tactics; Resolving Impasse in Negotiation-Barriers in Negotiation, causes and sources of impasses, overcoming barriers and impasses; Resolving Impasse Negotiations.

##### UNIT IV

(10 Contact Hours)

Closing the Deal: Contracts and Negotiation-Agreement Templates, Writing Contracts, Renegotiation; Third Party Negotiation- Conciliation, mediation, arbitration, collective Bargaining, Influence of Culture and Gender on Negotiations.

##### UNIT V

(10 Contact Hours)

Personal Power in Negotiations- personality effect on negotiation; personal values and ethics in negotiation. Case studies and Role Plays.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Rai, Himanshu, Negotiation, Tata McGraw Hill
- Lax, D. A., and Sebenius, J. K. (2006). 3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Harvard Business Press
- Lewicki, R J, Barry, B & Saunders, D M , Negotiation, McGraw-Hill
- Hal, L., Negotiation Strategies for Mutual Gains, Sage Publications.
- Spangle, M.L., and Isenhardt, M.W. Negotiation, Sage Publications
- Volkema, R.J. The Negotiation Tool Kit, Prentice Hall of India.
- Thompson, L L . Establishing trust and building a relationship' in The Mind and heart of the negotiation

BUE6264			Organizational Change and Intervention Strategies				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Appreciate the relevance and role of manager/leader in sustaining change practices for delivering change successfully in the organizations.

CO2: Develop and implement organization change management plans across a range of scenarios.

CO3: Understand and address the obstacles to achieve required change outcomes by getting an insight relating to people dimensions of change management.

#### COURSE CONTENTS

UNIT I (9 Contact Hours)

Organizational Change, Types of organizational change, elements of change, Theories of Organizational change, Process of planned change, Dimensions of Planned change, resistance to change, overcoming resistance to change.

UNIT II (9 Contact Hours)

Organizational structure and change. Virtual organizations, Factors affecting organizational design, Structural changes in Indian organizations, Organizational culture and management of change.

UNIT III (10 Contact Hours)

Managing change with respect to Human resource management: Issues involved, Role of HRD professional in managing change.

UNIT IV (10 Contact Hours)

Change through behaviour modification, positive and negative reinforcement, change and strategy in organizations, Role of information technology in managing change.

UNIT V (10 Contact Hours)

Organizational Development: Characteristics of Organization development, History of Organization Development, Process of Organization Development, Organizational Development Interventions, Consultant-Client relationship, Role of OD consultant, Applications of OD in India, Problems of OD work in India.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- French & Bell, Organizational Development , PHI
- Sengupta, Bhattacharya, Sengupta Managing Change in Organizations, PHI
- Kavita Singh, Organizational Change & Development, Excel,
- K. Harigopal, Management of Change, Sage

BUE7029			Performance and Talent Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To enable student to design an organization's performance management process that is compliant with law and supports organizational mission and strategy, Compare and contrast various organizational performance management programs and best practices globally and define attributes of effective performance management systems, understand job-related performance standards and performance indicators that reflect the employee's range of responsibilities.

CO2: 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.

CO3: Understand different ways to strengthen the pay-for-performance link, learn the concepts of Payment and employee benefits issues for workers, understand the legally required employee benefits, and learn some of the implications for strategic compensation.

CO4: Understand what is required to align human resource strategy with strategic objectives of business, Identify the steps required to conduct an effective talent review of performance and potential, Examine strategies to fill critical needs identified through a gap analysis, Identify key requirements to attract and acquire skilled talent, Explore best practices for developing talent globally, 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.

#### COURSE CONTENTS

UNIT I: Introduction to Performance Management (9 Contact Hours)

Concept, characteristics, role and significance of performance; performance appraisal vis-à-vis performance management, process of performance management; performance management and strategic planning linkages.

UNIT II: Assessing Performance (10 Contact Hours)

Establishing and operationalizing performance management system; measuring performance-results and behaviour; Defining Performance and Performance Measurement Metrics, Employee Assessment Systems.

UNIT III: Performance Review (10 Contact Hours)

Managing Performance Management; Coaching and counselling, feedback and day-to-day planning of meetings, motivation, self-monitoring, training and development activities, Conducting performance review; formal review of performance.

UNIT IV: Performance and Compensation (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.

UNIT V: Talent Management (9 Contact Hours)

Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Dewakar Goel, Performance Appraisal & Compensation Mgt.,- A Modern Approach, PHI.
- Joseph J.Martocchio, Strategic Compensation- A HRM Approach, Pearson Publishers.
- Herman Aguinis Performance Management, Prentice Hall.
- T.V.Rao Performance Management and Appraisal Systems: HR Tools for Global Competitiveness.
- Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill.
- Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication.



BUE7026			Strategic Human Resource Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Demonstrate critical thinking skills in analyzing theoretical and applied perspectives of strategic HRM.

CO2: Analyze critically the relationship between strategic HRM and organizational performance, including the evaluation of HRM.

CO3: Operate as a 'strategic partner', helping their organization to analyze its external environment and internal capabilities and develop a strategic HR plan to enhance its long-run performance.

#### COURSE CONTENTS

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

Introduction to Strategic Human Resource Management, Challenges and Evolution; HR Strategies and Strategic HRM, Strategic Fit: Conceptual Framework.

UNIT II: Strategic HR Policies and Practices (10 Contact Hours)

Planning and Implementing Strategic HR policies: HR planning, Procurement, Training and Development, Compensation, Benefits, Separation, Performance Management, Job Designing.

UNIT III: Strategic Human Resource Management Evaluation (9 Contact Hours)

Human Resource Evaluation and Analytics: Background and Rationale, Measures and Approaches; HR metrics and Business Performance, Evaluating Staffing, Training and Development; Performance Appraisal, Potential Appraisal; Compensation, Career planning and Development.

UNIT IV: Strategic HRM in International Scenario (10 Contact Hours)

Strategic HRM in International Business Scenario; Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation.

UNIT V: Strategy and HRM (9 Contact Hours)

Strategy and SHRM, Mergers and Acquisitions, Downsizing, HR's role in organizational change.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Tanuja Agarwal, Strategic Human Resource Management, Oxford
- Dowling & Welch, International HRM, Thomson.
- Schuler & Jackson, Strategic HRM, Wiley.
- Jeffrey, A. Mello, Strategic Human Resource Management, Cengage
- Paul Boselie, Strategic Human Resource Management, TMH
- K. Prasad, Strategic Human Resource Management, Macmillan
- Michael Armstrong, Strategic Human Resource Management, Kogan Page

BUE7261			Competency Mapping and Assessment				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Articulate and apply the stages of the process of Competency Mapping and profiling.

CO2: Develop Competency framework using Competency areas, indicators and levels.

CO3: Illustrate the integration of competency matrix to other HR functions in an organization.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Introduction to Competency: Concept and definition of role and competency, characteristics of competency. Competency method in Human resource management: features of competency methods, historical developments.

##### UNIT II

(9 Contact Hours)

Using Competency profiles in HR: Competency framework:, Lancaster model of managerial competencies, Stages in design and implementation of competency model, validation of competency model.

##### UNIT III

(10 Contact Hours)

Competency Gap Analysis: Team competencies, Role Competencies, competency identification, validation and benchmark, Competency assessment, competency mapping- strategy.

##### UNIT IV

(10 Contact Hours)

Mapping Job via competency model, Design of assessment centre, 360 degree feedback, Steps in development of competencies map.

##### UNIT V

(10 Contact Hours)

Using competency maps for competency profiling, competency based performance management, competency driven careers and competency linked remuneration, Competency Report Writing.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- McClelland, David Competence at Work, Spencer and Spencer.
- Shermon, Ganesh. Competency based HRM. Tata McGraw Hill.
- Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e, Sage Publications Pvt. Ltd.
- Competency Mapping: A pre- requisite for HR Excellence - by Dr. Lovy Sarikal
- Sharma, Radha. 360 degree feedback, competency mapping & assessment centers, R. Tata McGraw Hill
- The Competencies Handbook, 2005, Steve Whiddett & Sarah Hollyforde, Jaico Publishing House

BUE7262			Cross-Cultural HRM				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Appreciate the relevance and role of culture in management of human resources in an organization working in multi-cultural context.

CO2: Develop and implement human resource management plans in varying cultural scenarios.

CO3: Understand and address the obstacles to achieve required business outcomes by getting an insight relating to culture and people.

#### COURSE CONTENTS

UNIT I (9 Contact Hours)

Global Human Resource Management, Nature and Drivers, Building strategic International HRM Capabilities.

UNIT II (9 Contact Hours)

Multiculturalism, Nature of Culture, Effects of Culture, Cultural Predispositions and Dimensions, Managing across Cultures, Culture and Performance.

UNIT III (10 Contact Hours)

HRM in Cross-Border Mergers and Acquisitions, Nature of Mergers and Acquisitions, HR Interventions and Role.

UNIT IV (10 Contact Hours)

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

UNIT V (10 Contact Hours)

HRM Practices in different countries, International Industrial Relations in a comparative perspective, Ethics and Social Responsibility.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Aswathappa, K and Dash, Sadhna, international Human Resource Management, McGraw Hill
- Jackson, T. International HRM: A Cross Cultural Approach, Sage
- Vance and Paik, Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, PHI
- Monir H. Tayeb, International Human Resource Management: A Multinational Company Perspective, Oxford

BUE3271			Corporate Analysis and Valuation				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Develop knowledge with respect to key inputs that goes in the valuation of projects and business.

CO2: Develop adequate skill and knowledge to conduct valuation of projects and business with distinct characteristics.

CO3: Develop basic understanding on the source of value for a business and the strategy to create value.

#### COURSE CONTENTS

UNIT I: Introduction to Business Valuation (8 Contact Hours)

The Nature of Major Investment Decisions, Project Valuation Vs. Enterprise Valuation, Dealing with Complexities: Process and Discipline, Approaches to Valuation.

UNIT II: Project Valuation (8 Contact Hours)

Project Valuation Using Discounted Cash Flow (DCF): Forecasting and Valuing Cash Flow, Estimating Firm's Cost of Capital, Estimating Required Rate of Return for Projects, Project Risk Analysis.

UNIT III: Enterprise Valuation (12 Contact Hours)

Enterprise Discounted Cash Flow (DCF) Models, Relative Valuation Using Market Comparables, Hybrid Valuation Approach, Sensitivity Analysis, Adjusted Present Value (APV) Method Vs Traditional WACC Method of Valuation.

UNIT IV: Special Cases in Valuation (12 Contact Hours)

Valuation of Intangible Assets, Valuation of Start-Up Firms, Valuation of Money Losing Companies, Valuation of Natural Resource Company, Valuation of High-Tech Companies, Valuation of Sum of the Part Companies with Several Different Business Lines.

UNIT V: Application of Business Valuation (8 Contact Hours)

Finding the Source of Value, Creating Value through Mergers & Acquisition, Creating Value through Divestiture.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Corporate Valuation: A Guide for Analysts, Managers, and Investors, Prasanna Chandra, McGraw Hill Education, India.
- Valuation: Analyzing Global Investment Opportunities, Sheridan Titman, John D. Martin, V. Ravi Anshuman, Pearson Education.
- Corporate Finance: Theory and Practice, 2e, Aswath Damodaran, Wiley Student Edition, 2009.
- Strategic Corporate Finance: Applications in Valuation and Capital Structure, 1e, Justin Pettit, Wiley, 2007.

BUE3272			Indian Financial System				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the structure of financial system in India.

CO2: Indian financial system's organization and workings in current scenario.

CO3: Understand the working of commercial banks.

CO4: Understand the role of insurance organizations and NBFCs.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Overview of Indian Financial System, Structure and Organization; Financial Institutions and Economic Development.

##### UNIT II

(9 Contact Hours)

Money market: Organization, Types of Instruments, Participants, Trading mechanism, Role and functions of Reserve Bank of India (RBI).

##### UNIT III

(10 Contact Hours)

Financial Markets: Functions, Participants and Regulation of Primary Market, trading and settlement procedure on stock exchanges, Role and functions of Securities and Exchange Board of India (SEBI), Depository System.

##### UNIT IV

(10 Contact Hours)

Commercial Banks: Prudential norms for classification, valuation and operation of investment portfolios by banks, Management of Non-Performing assets, prudential norms relating to capital adequacy, Risk Management in Banks. Non-Banking Finance Companies (NBFCs): Types of NBFCs, RBI Guidelines, Asset Liability Management.

##### UNIT V

(10 Contact Hours)

Mutual Funds: Role as a financial intermediary, Organization and Structure, Types of mutual fund schemes, SEBI (Mutual Funds) Regulations 1996, Insurance Industry: Regulations, Role and functions of Insurance Regulatory and Development Authority of India (IRDA), Foreign Direct Investments: Origin, Type, Eligibility and regulations.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Khan M.Y., Indian Financial System, Tata McGraw Hill, Latest Edition.
- Bhole L.M., Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw Hill, Latest Edition.
- Kohn M., Financial Institutions and Markets, Tata McGraw Hill, Latest edition.
- Madura J., Financial Markets and Institutions, South-Western, Cengage Learning, Latest Edition.
- Avdhani V.A., Investment and Securities Markets in India, Himalaya, Latest Edition.

BUE3273			Financial Institutions and Markets				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Know the different aspects and components of financial Institutions and financial markets.

CO2: Enable them to take the rational decision in financial environment.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

An Introduction to Financial System, its Components – Financial Markets, and Institutions. Financial Intermediation, Structure/Classification of Financial System. Financial System and Economic Development, An Overview of Indian Financial System. Issues in financial reforms and restructuring.

##### UNIT II

(9 Contact Hours)

Financial Markets: Money Market-Organisation, functions and instruments. Role of Central Bank in Money Market (LAF, MSF, Repo, and Reverse Repo to be Covered Briefly). Indian Money Market – An Overview. Capital Markets – Organisation, functions and instruments. Indian Debt Market: Functions; Components (Corporate Debt Market, PSU Market, and Government Securities Market); Significance, Structure, Participants, and Instruments of Indian Debt Market. Indian Equity Market – Primary Market [Methods of Capital Issue in New Issues Market – Initial Public Offer (IPO), Right Issue, Private Placement, Qualified Institutional Placement (QIP), Indian Depository Receipt (IDR), American Depository Receipt (ADR), and Global Depository Receipt (GDR)] Indian Equity Market – Secondary Market (Functions/Role of Stock Exchanges in India).

##### UNIT III

(10 Contact Hours)

Commercial Banking: Classification/Types of Banks, Functions/Role of Commercial Banks, Lending by Commercial Banks, Recent Developments. Life and Non-Life Insurance Organizations in India: Insurance Regulatory and Development Authority (IRDA) – Duties, Powers, and Functions; Life Insurance Corporation of India (LIC) – Overview, Objectives, and Role; General Insurance Corporation of India (GIC) – Overview, Objectives, and Functions. Mutual Funds - Introduction and their Role in Capital Market Development. Role of SEBI in Mutual Funds. Types of Mutual Fund Schemes (Open Ended Vs Close Ended; Debt, Equity, Hybrid Schemes, and Sectoral funds).

##### UNIT IV

(10 Contact Hours)

Overview of Financial Services Industry: Introduction/Concept of Financial Services, and Types of Financial Services. Merchant Banking – Pre and Post Issue Management, Underwriting. Regulatory Framework relating to Merchant Banking in India. Regulatory Framework relating to Merchant Banking in India. Difference in Depository and Non Depository Institutions, Financial inclusion. Non-Banking Financial Companies (NBFCs): Overview and Classification of NBFCs.

##### UNIT V

(10 Contact Hours)

Leasing: Concepts and Types (Operating Lease Vs Financial Lease Only) of Leasing. Hire Purchase: Concept, Difference between Hire Purchase and Instalments, Difference between Hire Purchase and Leasing. Consumer Finance: Concept and Types of Consumer Finance/Credit. Housing Finance: Concept and National Housing Bank. Venture Capital Finance: Concept, Features, and Types of Venture Capital Finance. Concept of private Equity. Factoring Services, Credit Rating Services.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions, McGraw Hill.
- Mishkin, Frederic S. and Eakins, Stanley (2017) Financial Markets and Institutions, Pearsons.
- Bhole, L.M. and Mahakud, J. (2017) Financial Institutions and Markets, McGraw Hills.
- Khan, M Y. (2019). Financial Services (11th ed.). McGraw Hill Higher Education.

BUE3274			Investment Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To enable develop skills in analyzing various types of securities.

CO2: To develop necessary skills in students to design and revise a portfolio of securities.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Investment management, nature and scope, investment avenues, types of financial assets and real assets, Security return and risk – Systematic and unsystematic risk - sources of risk, Measurement of risk and return, sources of investment information, Fixed income – securities – bonds, preference shares – sources of risk, valuation, duration of bonds – theory of interest rates – yield curve, Bond innovations and their valuation.

##### UNIT II

(9 Contact Hours)

Analysis of variable income securities, fundamental analysis – analysis of economy, industry analysis, company analysis – financial and non – financial, Equity valuation models, Options, futures, forwards, warrants, and their valuations, Technical analysis – Dow's theory, charts – Efficient market hypothesis and its implications, Tax aspects of investment, Securities Trading procedure. A Critical Survey of software packages for security analysis.

##### UNIT III

(10 Contact Hours)

Meaning of portfolio management, portfolio analysis, why portfolios? Portfolio objectives, portfolio management process, selection of securities. Portfolio theory, Markowitz Model, Sharpe's single index model. Efficient frontier with Lending and borrowing, optimal portfolio capital Asset pricing model, Arbitrage pricing theory two factor and multi factor models.

##### UNIT IV

(10 Contact Hours)

Bond Portfolio Management strategies, Equity portfolio management strategies, strategies using derivatives, hedging. Portfolio revision – rebalancing plans, portfolio evaluation, Sharpe's index, Treynor's measure and Jensen's measure.

##### UNIT V

(10 Contact Hours)

Mutual funds, Investors life cycle, Personal investment, Personal Finance, Portfolio Management of funds in banks, insurance companies, pension funds, International investing, International funds management, emerging opportunities. A brief survey of software packages for Portfolio Management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Bodie, Zvi, Kane, Alex, Marcus, A.J. and Mohanty, P. (2019) Investments. McGraw Hill Education
- Fischer, D.E. and Jordan, R.J. (2002) Security Analysis and Portfolio Management, Pearson Ed.
- Chandra, P. (2017) Investment Analysis and Portfolio Management, McGraw Hill Education

BUE3275			Principles of Banking and Insurance				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the basic principles of Banking.

CO2: Understand the basic principles of Insurance.

CO3: Understand the current events in Banking and Insurance.

#### COURSE CONTENTS

##### UNIT I

(8 Contact Hours)

Introduction to Banking Business: Origin of Banking, Banking System-Concept and Different Important Terms used in Banking Business, Banking Sector Reforms in India, Banker and customer relationship, General and special types of customers, Overview of Banking Regulation Act 1949.

##### UNIT II

(12 Contact Hours)

Banking Products and Banking Services: Financial Services offered by banks, Asset-Liability Management, Liability Products – Types of Loans and Advances, Asset Products - Types of deposits, CASA Score, Role of the Central Bank as Regulator, RBI's Policies for commercial banks International Security Standards in Banking. Internet Banking: Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash, Payment banks.

##### UNIT III

(9 Contact Hours)

Bank Lending: Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advances against various securities. Risk Management in Banks: Risk Universe of banks, Measures for identifying and controlling risks, CAMELS Rating, Risk Architecture -Basel Regulations-Basel I, Basel II & Basel III.

##### UNIT IV

(9 Contact Hours)

Risk and Insurance: Types of Insurance- Life and General- Insurance and Risk Mitigation, Basic concept of insurable risk, Perils and Hazards, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution.

##### UNIT V

(10 Contact Hours)

Insurance Business: Concept of Insurance- Actuarial Practice for Life and Non-life, Re-insurance, Risk and return relationship, Legal Aspects of Insurance Contracts, Regulatory Framework of Insurance, and Overview of IRDA Act, Power, Functions and Role of IRDA, Online Insurance, Bancassurance.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Agarwal, O.P., Banking and Insurance, Himalaya Publishing House
- Satyadevi, C., Financial Services Banking and Insurance, S.Chand
- Suneja, H.R., Practical and Law of Banking, Himalaya Publishing House
- Chabra, T.N., Elements of Banking Law, Dhanpat Rai and Sons
- Arthur, C. and C. William Jr., Risk Management and Insurance, McGraw Hill
- Saxena, G.S; Legal Aspects of Banking Operations, Sultan Chand and Sons
- Varshney, P.N., Banking Law and Practice, Sultan Chand and Sons
- Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning



BUE3276			Financial Derivatives				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To enable develop skills in analyzing various types of securities.

CO2: To develop necessary skills in students to design and revise a portfolio of securities.

#### COURSE CONTENTS

##### UNIT I

(8 Contact Hours)

Overview of Derivatives; Forwards Contracts: Introduction & Pricing of Forwards. Futures: Introduction & Salient Features. Futures trading mechanism (Mark-To-Market), Exposure & Risk, Basics of Futures Hedging. Index Futures: Features, Hedging & Arbitrage.

##### UNIT II

(12 Contact Hours)

Basics of Interest Rates in context of Futures and Forwards, Interest Rate Risk & Its Measurement; Interest Rate Futures: Features of IRFs, Hedging of Interest Rate Risk. T-Bill & Eurodollar Futures, T-Bond Futures.

##### UNIT III

(9 Contact Hours)

Basic Theory of Options. Put and Call Options, Factors determining the price of Options. Speculation through Options: Various Strategies: Spreads, Straddles, Strangles. Option Pricing: Binomial Model. Black Scholes Model.

##### UNIT IV

(9 Contact Hours)

Risk Hedging through Options: The Greeks, Option sensitivities. Embedded Options and Asset Backed Securities, Value at Risk.

##### UNIT V

(10 Contact Hours)

Financial Swaps: Interest Rate Swaps, Currency Swaps and Credit Default Swaps. Emergence of Weather Derivatives and their applications, Contemporary Financial Derivatives Developments.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Hull, John, C., "Risk Management & Financial Institutions", Wiley Finance.
- Hull, John, C., "Options, Futures & Other Derivatives", Global Edition, Pearson Education.
- Neftci, Salih, N. "Principles of Financial Engineering", Academic Press.
- Cuthbertson, Keith & Nitzsche, Dirk, "Financial Engineering: Derivatives & Risk Management" John Wiley.
- Saunders, Anthony & Cornett, Marcia Millon, "Financial Institutions Management: A Risk Management Approach" McGraw Hill/Irwin.
- Marshall, John, F & Bansal, Vipul, "Financial Engineering" PHI Learning.

BUE3277			Financial Statement Analysis				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the financial statements for analysis.

CO2: Apply appropriate measures for executing the financial analysis.

CO3: Make fundamental analysis through financial statement analysis.

CO4: Interpret the statements for managerial decision-making.

#### COURSE CONTENTS

##### UNIT I

(10 Contact Hours)

Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements, Income Statement, Balance Sheet, Cash Flow Statement, Sources of financial information. Content of annual reports, Quality of financial reporting, Reporting regulation in India, Reporting regulations for Partnership firms, Reporting regulations of Companies.

##### UNIT II

(10 Contact Hours)

The Analysis of the Statement of Shareholders' Equity: Reformulating the Statement of Owners' Equity, Comprehensive Income Reporting, Financial Analysis — Ratio Analysis and Report Writing. The Analysis of the Balance Sheet: Reformulation of the Balance Sheet, Comparative Analysis of the Balance Sheet, Off Balance Sheet Items, Corporate Debt Instrument Analysis.

##### UNIT III

(10 Contact Hours)

The Analysis of the Income Statement: Reformulation of the Income Statement, Comparative Analysis of the Income Statement, Analysis of Changes in Income, Distress Analysis.

##### UNIT IV

(9 Contact Hours)

The Analysis of the Cash Flow Statement: GAAP Statement of Cash Flows And Reformulated Cash Flow Statements, Analysis of Cash Flow Statement, Quality of Earnings and Cash Flows. The Analysis of Profitability: Cutting to the Core of Operations, Du Pont Analysis.

##### UNIT IV

(9 Contact Hours)

The Analysis of Growth and Sustainable Earning: Introduction to Growth Analysis, The Analysis of Changes in Profitability and Sustainable Earnings, The Analysis of Growth in Shareholders' Equity, Growth, Sustainable Earnings, and the Evaluation of P/B Ratios and P/E Ratios.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012
- Narayanaswamy, R., "Financial Accounting – A Managerial Perspective", 5th Edition, Prentice Hall of India. 2015
- Subramanyam, K. R. and John, J.W., "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 2014
- Penman, S.H., "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill. 2014
- Erich, A. H., "Techniques of Financial Analysis: A Guide to Value Creation", 16th Edition, Tata McGraw Hill. 2014

BUE3278			Fundamental of International Finance				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Equip the students with the techniques that can help them in managing the financial issues in international environment.

CO2: To manage MNCs in more effective manner.

#### COURSE CONTENTS

##### UNIT I

(8 Contact Hours)

Introduction: concept of International trade and business, Theories of International trade, International trade financing in India, Balance of payments (of India). International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

##### UNIT II

(12 Contact Hours)

Foreign Exchange Management: Forex market –Wholesale and Domestic market, Quotations-direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps. Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models.

##### UNIT III

(9 Contact Hours)

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods, Transaction Exposure, Managing Accounting Exposure-Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure-Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

##### UNIT IV

(9 Contact Hours)

International Investment Management: International Portfolio Investment-Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal-IRR and APV methods. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

##### UNIT V

(10 Contact Hours)

Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds. Managing Political Risk-Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Shapiro, Alan. C, Moles, P. and Seal, J.K. (2016) International Financial Management, Wiley.
- Maurice D. Levi; International Finance- The Markets and Financial Management of Multinational Business- McGraw Hill.
- Madura, J. (2012) International Corporate Finance, Cengage.
- Apte, P.G. (2017) International Finance, McGraw Hill Education

BUE6271			Corporate Tax Planning and Tax Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To get practical insight into the Direct Taxation and Indirect taxation.

CO2: To acquire application knowledge of Taxation w.r.t. Organization Practices and Procedures.

CO3: To have understanding about tax planning, tax management and administrative procedures of cost assessment and rectification of mistakes, appeal and revisionary process.

#### COURSE CONTENTS

##### UNIT I: Basic Concepts and Definitions

(6 Contact Hours)

Introduction to the Income Tax Act, 1961 and its constitutional validity, Scope and Applications of Income Tax, Laws Principles and Provisions in levying and collection of revenue, Assessment year, Previous year, Person, Assessee, Charge of Income Tax, Income, Gross Total Income, Total Income and Tax Liability, Agricultural Income, Difference between Exemption and deduction, Assessment, Definition of 'Manufacture' Capital Asset, Company, Fair Market Value, Capital Receipts Vs Revenue Receipts, Capital Expenditure Vs Revenue Expenditure, Method of Accounting, Definitions of Amalgamation, De-merger, Infrastructure Capital Company, Infrastructure Capital Fund, Rules of Interpretation of Statute.

##### UNIT II: Tax Planning and Tax Management

(6 Contact Hours)

Definition and Meaning of the phrases- 'Tax Planning' 'Tax Avoidance' 'Tax Evasion' and 'Tax Management'. Tax planning as a tool of reducing liability by availing benefits of legitimate and allowable deductions, exemptions, allowances and rebates, Tax Planning – a futuristic approach for having tax liability as minimum as possible within the four walls of law on Income likely to be earned in future, the provisions of the Fiscal Laws and understanding the provisions of laws with respect to filling of Returns, Assessment proceedings, rectification of mistakes, revisions and appeals.

##### UNIT III: Tax Planning Affecting Financial Management Decisions

(12 Contact Hours)

Capital Structure, Dividend Policy, Inter-corporate dividend, Bonus shares and Bonus shares to Equity Shareholders, Bonus shares to preference shareholders, Make or Buy decisions, own or lease, Purchase by installment vs Hire, Capitalization of interest on borrowed capital, repairs, renewal, renovation and replacement, Tax planning with respect to employees remuneration, Capital gains, Income from other sources and Business and professions.

##### UNIT IV: Tax Planning with regard to Business Restructuring

(12 Contact Hours)

Amalgamation, Demerger, Conversion of Sole proprietary business into a company, Conversion of a firm into a company, Slump sale, Conversion of a Private company / unlisted Public company into a Limited Liability Partnership, Carry forward and Set off of Losses/ depreciation.

##### UNIT V: Tax Management under Direct Tax and Indirect Tax Laws

(12 Contact Hours)

TDS, TCS, filling of periodic returns, getting Tax Audit done under the Income Tax Act and Under the GST Act, Advance Rulings, DTAA, General Anti Avoidance Rule (GAAR), Taxation of Global Depository Receipts (GDRs), Bond Washing Transactions, Claiming refunds, avoiding Penalty, interest and fines through complying with provisions of Fiscal Laws i.e. the Income Act, 1961 and the Goods and Service Tax Act, 2017.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks 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.

#### Reference Books

- Direct Tax Laws and International Taxation – Gupta and Ahujha – Bharat Law House, New Delhi
- Direct Tax Laws and Practices – Vinod K. Singhania and Kapil Singhania – Texmann
- Indirect Tax Laws and Practices – VS Datey – Texmann
- Direct Tax Laws and International Taxation – Durgesh Singh – Bharat Law House, New Delhi
- Taxation Laws – Jyoti Rattan – Bharat Law House, New Delhi
- Direct Tax Law and International Taxation – Vinod K. Gupta – Texmann
- Direct Tax Laws and International Taxation – Raj K. Aggarwal – eclasskart.com
- Direct Tax Laws and Practices – T.N. Manoharan- Snowwhite
- Direct Tax Laws Summary – T. N. Manoharan – Snowwhite
- Direct Tax Laws and International Taxation – T. N. Manoharan - Snowwhite

BUE6272			Security Analysis and Portfolio Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Develop in-depth understanding of the investment environment.

CO2: Conduct the valuation of securities and develop portfolio as sophisticated investor.

CO3: Evaluate and review the performance of investment portfolio.

#### COURSE CONTENTS

##### UNIT I: Investment Environment

(9 Contact Hours)

The Investment Environment: Asset Classes and Financial Instruments, Financial Markets, Intermediaries/Investment Companies, Mutual Funds, Hedge Funds, Asset Allocation Decisions, Investment Management Process.

##### UNIT II: Portfolio Theory and Practice

(9 Contact Hours)

Estimating Risk and Return from Historical Records, Risk Aversion and Capital Allocation to Risky Assets, Optimal Risky Portfolio, Index Models.

##### UNIT III: Equilibrium in Capital Market

(9 Contact Hours)

Capital Asset Pricing Model, Arbitrage Pricing Theory and Multifactor Models of Risk and Return, Efficient Market Theory, Behavioural Finance and Technical Analysis, Style Investing.

##### UNIT IV: Security Analysis

(12 Contact Hours)

Fixed Income Security Analysis: Bond Price and Yield, Term Structure of Interest, Managing Bond Portfolio, Variable Income Security Analysis: Macroeconomic and Industry Analysis, Equity Valuation Models, Financial Statement Analysis, Introduction to Options, Futures and Other Derivatives.

##### UNIT V: Portfolio Management

(9 Contact Hours)

Portfolio Performance Evaluation, Market Timing, Style Analysis, International Diversification: Risk, Return and Benefit, Hedge Funds versus Mutual Funds, Theories of Active Portfolio Management, Value of Active Portfolio Management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Bodie, Zvi, Kane, Alex, Marcus, Alan J and Mohanty, Pitbas (2010), Investments, McGraw Hill (Special India Edition).
- Security Analysis and Portfolio Management, 6e, Donald E. Fischer and Ronald J. Jordan, Pearson, India.
- John C. Hull, (2005), Options Futures and other Derivatives, Prentice Hall, New Delhi.
- Investment Analysis and Portfolio Management, 7e, Frank K. Reilly and Keith C. Brown, Thomson South Western.
- Behavioural Finance, William Forbes, Wiley India.
- Behavioural Finance: Insights into Irrational Minds and Market, James Montier, John Wiley & Sons Ltd.

BUE6273			Global Macro Economy and Financial Crisis				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To familiarize students with the concepts and working mechanism of an open economic system.

CO2: To familiarize students with the theories and classification of financial crises.

CO3: To develop a clear understanding of the 3-equation model and financial crises.

CO4: To familiarize students with the issues and policies adopted by governments across the countries to respond to financial crises.

#### COURSE CONTENTS

##### UNIT I

(8 Contact Hours)

Goods and financial markets in open economy – Equilibrium output and trade balance – Policy effects in open economy – International monetary experience: fixed and floating.

##### UNIT II

(10 Contact Hours)

Financial crises: definitions, classification and dating – Currency crisis: indicators and determinants – Exchange rate peg – First generation models of currency crisis – Second and third generation models of currency crisis.

##### UNIT III

(10 Contact Hours)

Bank behavior, cycles and crises – Asset price bubbles and financial accelerator – 3-equation model – Bank leveraged-centered feedback process – Balance sheet and financial accelerator – Application: Global financial crisis.

##### UNIT IV

(10 Contact Hours)

History of currency crises: origin, development mechanism and policy responses – Sovereign debt crises: origin, evidence and policy responses – Domestic debt issues and debt overhangs – Optimum currency area and the Euro-Zone crisis.

##### UNIT V

(10 Contact Hours)

Early warnings of crises – Policy responses – Role of international institutions.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Reinhart, C., and Rogoff, K., *This Time is Different: Eight Centuries of Financial Folly*, Princeton University Press, 2009, USA.
- Klob, R.W., *The Financial Crisis of Our Time*, Oxford University Press, 2011, USA.
- Aliber, R.Z., and Kindleberger, C.P., *Manias, Panics and Crashes: A history of financial crises*, Palgrave Macmillan, 2015, USA.
- Blanchard, O.J., *Macroeconomics*, Pearson. Latest Edition
- Carlin, W., Soskice, D., *Macroeconomics: Imperfection Institution & Policies*, Oxford University Press. Latest Edition.
- Pilbeam, K., *International Finance*, Palgrave Macmillan. Latest Edition
- Acharya, V.V., and Richardson, M., *Restoring Financial Stability: How to Repair a Failed System*, John Wiley & Sons, Inc., 2009

BUE6274			Forensic Audit and Fraud Investigation				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

CO1: Understand various aspects of Financial Frauds.

CO2: Understand about investigation of Financial Frauds.

CO3: Understand about detection of Financial Frauds.

CO4: Understand practical aspects of Financial Frauds in National and International scenario.

#### COURSE CONTENTS

UNIT I: Definitions and Conceptual Framework

(8 Contact Hours)

Definition of Fraud and Financial Fraud in general, Meaning and definition under the Companies Act, 2013 and the Criminal Procedure Code, 1973, Definition and meaning of Audit and Forensic Audit, Kinds of Fraud, Fundamentals of Forensic Audit, Forensic Audit vs Audit, Elements of frauds, Impact of frauds on the financial health of the organization, Significance of Forensic Audit, Need and Objectives of Forensic Audit.

UNIT II: Audit and Investigation

(12 Contact Hours)

Tools for handling Frauds –and conducting Forensic Audit and the Roles of the Corporate Professionals – particularly – Chartered Accountants (CAs), Cost and Management Accountants (CmAs), Company Secretaries (CSs) and Legal Professionals (Advocates) in terms of the respective Acts by which these Professions are governed, Meaning and Scope of Investigation – Investigation vs Audit – Methods & Techniques of Investigation – Red Flags, Green Flags, Financial Statements – Profit and Loss Account, Fund – Flow Analysis, Cash Flow Analysis and Balance Sheet.

UNIT III: Forensic Audit and Evidence

(12 Contact Hours)

Definition and meaning of Evidence under the Indian Evidence Act, 1872, Classification of Evidence – Oral and Documentary Evidences, Facts, Relevant Facts, Burden of Proof, Onus of Proof, Evaluation of facts, Presumption, Conclusive Proof, Circumstances when Documentary Evidences given preferences over oral evidence, Principle of Estoppels, Witness- acceptance and rejection of Evidence, Methods to prove Cases.

UNIT IV: Forensic Audit and Legal Framework

(6 Contact Hours)

Frauds and Judicial views- of Money Laundering Act, 2002, Benamy Property Act, 1988, Foreign Exchange Management Act 1999, Indian Contract Act, 1872, Income Tax Act, 1861, Indian Penal Code – 1860, SEBI Act 1992, IT Act, 2000, Penalty under the prevention of Corruption Act, 1988/ the Prevention of Corruption (Amendment) Act- 2018, United Nations Convention against Corruption (UNCAC), OECD- Guidelines for combating Frauds, The ICSI Anti- Bribery Code, Judicial Analysis and Pronouncements to control –Prevention of Financial Frauds under the aforementioned acts.

UNIT V: Prevention of Control of Financial Frauds – Case Studies and Practical Aspects

(10 Contact Hours)

Satyam Computers Limited Case, ICICI – Pune Bank Fraud Case, Andhra Pradesh Tax Case, India's First ATM Card Fraud, PNB Fraud Case, Sahara India Scam, Jet Airways Case, Saradha Chit Fund Scam, Ketan Parekh – Scam and Relevant Judicial Pronouncements and Case laws.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Essential of Forensic Accounting – Crain -John Wiley and Sons
- Case Studies in Forensic Accounting and Fraud Auditing – Crumbly, D. Lary – CCH Inc.
- Contemporary on Law on Oral and Documentary Evidence- C.D Field- IIIIBC Webstore
- Student's Handbook in Forensic Accounting – Apurva Joshi – Lulu.com
- The Modern Law of Evidence – Adrian Keane and Paul McKeown - Oxford
- Forensic Analytics: Methods and Techniques for Forensic Accounting Investigations – Mark J Nigrini – Wiley Corporate F&A
- Forensic Accounting: What the World's Best Forensic Accountants know What you don't – Greg Shields
- Fraud Examination Case Book with Documents – A Hands on Approach – William H. Beeckan, Clark A. Beeckan – Wiley & sons
- Forensic Accounting for Dummies - Frimette Kass-Shraibman & Vijay S. Sampath – John Wiley and Sons
- IT Auditing using Controls to protect Information Assets – Chris Davis & Mike Schiller – The McGraw Hill Companies
- Cyber Security – Nina Godbole – John Wiley and Sons
- Financial Statement Fraud – William H. Beeckan & Clark A. Beeckan - John Wiley & Sons
- Forensic Audit – Kamal Garg – Bharat Law House Pvt. Ltd
- Fraud Auditing and Forensic Accounting – Tommie W. Singleton and Aaron J. Singleton – John Wiley & Sons

BUE7271			Strategic Corporate Finance				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Recognize the key strategic decisions that are taken by the financial professionals in the company.

CO2: Understand the philosophy and the underlying principles of capital allocation in a company.

CO3: Develop ability to assess the performance of existing projects and make strategic choices.

CO4: Understand the various steps involved in mergers, acquisitions and divestitures decision and conduct M&A analysis.

CO5: Analyze the capital structure of the company and identify the factors influencing the financing policy of the company.

CO6: Recognize the value of corporate risk management and develop basic ability to map and model corporate risk.

#### COURSE CONTENTS

UNIT I: Findings Sources of Value (9 Contact Hours)

Why Shareholder Value? Performance Measurement Pitfalls, Measuring Economic Profit and Value, Analyzing Corporate Portfolio, Cost of Capital: Calculation Pitfalls, Value Based Strategies and Tactics.

UNIT II: Strategic Capital Management (9 Contact Hours)

Defining Company Capital Allocation Philosophy and Targets, Strategic Capital Allocation and Benchmarking, Capital Management, Funding Capacity Analysis.

UNIT III: Mergers, Acquisitions and Divesture (10 Contact Hours)

Mergers & Acquisition Overview, Drivers of Successful Acquisitions, Process of Acquisition, Steps in an Acquisition, Valuation for Mergers and Acquisitions, Analyzing Management and Leveraged Buyouts, Divesture Strategies: Motives and Process.

UNIT IV: Cash and the Optimal Capital Structure (10 Contact Hours)

Cost and Benefit of Excess Cash, Cash and Optimal Capital Structure, Value-Based Financing Policy, Raising Equity Capital, Raising Debt Capital, Dividends and Buybacks, Stock Liquidity and Illiquidity: Implications and Solutions.

UNIT V: Strategic Risk Management (10 Contact Hours)

Types of Risk, The Value of Risk Management, Mapping and Modeling Risk, Hedging Alternative Exposure, Putting Risk Management into Practice, Corporate Governance and Risk Management, Standard for Monitoring Risk, Enterprise Risk Management: Benefits and Components.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Strategic Corporate Finance: Applications in Valuation and Capital Structure, 1e, Justin Pettit, Wiley, 2007.
- Corporate Finance: Theory and Practice, 2e, Aswath Damodaran, Wiley Student Edition, 2009.
- Management Between Strategy and Finance: The Four Seasons of Business, Burkhard Schwenker and Klaus Spremann, Springer, 2010.
- Strategic Financial Management Casebook: 1e, Rajesh Kumar, Academic Press, 2016.



BUE7046			Business Valuation, Mergers and Acquisitions				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand how to find a deal for M&A from the available options.

CO2: Able to do the valuation of the company to put a price on the company.

CO3: Get familiar with evidence on the best practices with respect to M&A.

#### COURSE CONTENTS

UNIT I: Introduction to Business Valuation

(9 Contact Hours)

The Nature of Major Investment Decisions, Project Valuation Vs. Enterprise Valuation, Dealing with Complexities: Process and Discipline, Approaches to Valuation.

UNIT II: Enterprise Valuation

(9 Contact Hours)

Enterprise Discounted Cash Flow (DCF) Models, Relative Valuation Using Market Comparables, Hybrid Valuation Approach, Sensitivity Analysis, Adjusted Present Value (APV) Method Vs Traditional WACC Method of Valuation.

UNIT III: Special Cases in Valuation

(12 Contact Hours)

Valuation of Intangible Assets, Valuation of Start-Up Firms, Valuation of Money Losing Companies, Valuation of Natural Resource Company, Valuation of High-Tech Companies, Valuation of Sum of the Part Companies with Several Different Business Lines.

UNIT IV: Mergers & Acquisitions Environment

(9 Contact Hours)

Overview of Mergers and Acquisition Industry Globally, History of M&A, Key Stakeholders in M&A, Empirical Evidence on Value Effect of M&A, How to Make M&A Pay, How “Serial Acquirer Create Value”, Regulation of M&A.

UNIT V: Mergers and Acquisition Process

(9 Contact Hours)

M&A Motives, Buyers Preparation for Deal, Seller’s Preparation for Deal, M&A Deal Process, Due Diligence, Valuation and Pricing the Deal, Integration Planning, Closing the Deal, Post Deal M&A Issue, Financing Issues in M&A, Analyzing Management & Leveraged Buyout.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Mergers and Acquisitions Basics: The Key Steps of Acquisitions, Divestiture and Investments, Michael E.S. Frankel, John Wiley & Sons, USA.
- Corporate Valuation: A Guide for Analysts, Managers, and Investors, Prasanna Chandra, McGraw Hill Education, India.
- Valuation: Analyzing Global Investment Opportunities, Sheridan Titman, John D. Martin, V. Ravi Anshuman, Pearson Education.
- Corporate Finance: Theory and Practice, 2e, Aswath Damodaran, Wiley Student Edition, 2009.
- Strategic Corporate Finance: Applications in Valuation and Capital Structure, 1e, Justin Pettit, Wiley, 2007.

BUE7071			International Financial Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand international capital and foreign exchange market.

CO2: Identify and appraise investment opportunities in the international markets.

CO3: Identify, measure and manage the foreign exchange risk.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Multinational Financial Management- An overview, Evolution of the International Monetary and Financial System; Long-run Investment Decisions - The Foreign Investment Decision Political Risk Management; Country Risk Analysis.

##### UNIT II

(9 Contact Hours)

Multinational Capital Budgeting- Application and interpretation; Cost of Capital and capital Structure of the Multinational Firm ; Dividend policy of the Multinational Firm; Taxation of the Multinational Firm; A Case Study on Moody's Risk Assessment.

##### UNIT III

(10 Contact Hours)

Long-term Financing; History of the International Financial System- the rise and fall of Bretton Woods, Globalization and the Growth of Derivatives; The Crash of 1994-96 & 2007-2008 and Beyond; Euro-currency Market, Euro banking and Euro-currency Centres.

##### UNIT IV

(10 Contact Hours)

Deposits dealing and the Term Structure of Euro currency Rates, Euro- Currency Futures and Options, Syndicated Euro-Credits, International Bond Markets- Introduction, New Issue Procedures in the Eurobond Markets, Eurobond valuation and Hedging; Introduction and hedging, Interest Rates, Options and Currency Swaps. Dealing in foreign exchange and Foreign exchange market.

##### UNIT V

(10 Contact Hours)

International Bonds, New Instruments in International Capital Markets, International Banking and Country Risk, International Portfolio Diversification, International Transfer Pricing. Cross border M&A, International Trade Financing, Forfeiting. Emerging issues in the area of international financial management.

NOTE:	HBR Case studies and relevant news articles will be used as course supplements.
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal assessment shall be based on class participation, quizzes and assignments.

#### Reference Books

- Ian Worthington and Chris Britton, The Business Environment, Prentice Hall, Financial Times Series
- Francis Cherunilam, Business Environment: Text and Cases, Himalaya
- Justin Paul, Business Environment: Text and Cases, McGraw Hill
- Paul Wetherly, Dorron Otter, The Business Environment : Themes and Issues, Oxford.
- Morrison, International Business Environment, Palgrave.
- John D. Daniels, Lee H. Radebaugh, International Business : Environments and Operations, Pearson

BUE7044			Financial Derivatives and Risk Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: To understand the use of basic types of derivative instruments and hybrids in the context of financial risk management by firms and financial institutions.

CO2: To develop competencies in pricing, hedging and trading strategies of derivatives.

CO3: To identify, measure and manage the financial risk.

#### COURSE CONTENTS

Unit I (9 Contact Hours)

Introduction to Financial Derivatives, Evolution of commodity, currency, stocks and interest rate derivatives, Historical perspective of derivatives, Indian Financial derivatives market.

Unit II (9 Contact Hours)

Derivatives boon or bane, Types of Derivatives; Forwards, Futures and Options derivatives, trading mechanism of different derivatives products: Forwards, Futures, Options and Swaps.

Unit III (10 Contact Hours)

Risk Management using forwards and futures: application of forwards and futures contracts in risk hedging and speculation, Pricing of derivatives: futures and forwards.

Unit IV (10 Contact Hours)

Options: factors affecting options pricing, pricing of options (Black Sholes-Merton and Binomial Option Pricing Models), option trading strategies (Speculation), risk hedging through options: Options Analytics and Greeks, HBR Case Study: Sleepless in LA.

Unit V (10 Contact Hours)

Credit Derivatives: CDOs/CLOs, Lessons from 2008 Global financial crisis, Contemporary developments in financial and weather derivatives.

NOTE:	HBR Case studies and relevant news articles will be used as course supplements.
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal assessment shall be based on class participation, quizzes and assignments.

#### Reference Books

- John C. Hul, Options, Futures and Other derivatives, Prentice Hall
- R. Stafford Johnson, Introduction to Derivatives: Options, Futures and Swaps, Oxford University Press
- 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.

**ELECTIVE COURSE  
GENERIC / INTERDISCIPLINARY**

PCL1067			Discourse on Human Virtues				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the relevance of human values and peaceful co-existence.

CO2: Widen their perspectives in moral decision making.

CO3: Develop right understanding with respect to the basic aspirations of human life.

CO4: Gain holistic understanding of the interrelatedness of individual, family, society and nature.

CO5: Enhance clarity, assurance & purposefulness of life.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

What is Value Education?

Knowledge and Skill.

Value and Virtue.

##### UNIT II

(9 Contact Hours)

Moral Agency and the Notion of Dharma.

Freedom of Will and Determinism.

##### UNIT III

(10 Contact Hours)

Understanding Human Existence: Human Being and Human Person.

The Basic Human Aspirations: Continuous Happiness and Prosperity.

##### UNIT IV

(10 Contact Hours)

Understanding harmony at the level of Individual, Family and Society.

##### UNIT V

(10 Contact Hours)

Understanding harmony at the level of Nature

Cardinal Human Virtues such as Compassion, Wisdom, Justice, Tolerance, Non-violence, Service to Humanity with the help of suitable illustrations.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Gurucharan Das, The Difficulty of Being Good. New Delhi: Penguin Books, 1990 (Chapter 3)
- Herry G. Frankfurt (1971). Freedom of the Will and the Concept of a Person. The Journal of Philosophy, 68 (1): 5 – 20.
- R.R. Gaur et al, A Foundation Course in Human Values and Professional Ethics. New Delhi: Excel Books, 2006.
- Excerpts from relevant books supplied by the instructor as and when required.

BTL1304			Environmental Studies				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

- Understand about basics of environment and the impact of human activities.
- Understand the importance of multiple disciplines in addressing the environmental issues.
- Understand sustainable environmental management approaches.

#### COURSE CONTENTS

UNIT I: The Multidisciplinary Nature of Environmental Studies and Natural Resources (12 Contact Hours)

Definition; Scope and importance, Need for public awareness. Natural Resources, Renewable and non-renewable resources, Natural resources and associated problems. Forest resources, Water resources, Mineral resources, Food resources, Energy resources, Land resources.

UNIT II: Ecosystems (12 Contact Hours)

Concept of an ecosystem, Structure and function of an ecosystem, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids, Forest ecosystem, Grassland ecosystem, Desert ecosystem.

UNIT III: Environmental Pollutions (10 Contact Hours)

Definition, Causes, effects and control measures of Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards, Solid waste Management: Causes, effects and control measures of urban and industrial wastes.

UNIT IV: Social issues, Human Population and the Environment (9 Contact Hours)

From unsustainable to sustainable development, Urban problems related to energy, Water conservation, Resettlement and rehabilitation of people; its problems and concerns. Population growth, Environment and human health, Human Rights, Value Education, Women and Child Welfare, Role of information Technology in Environment and human health.

UNIT V: Field Work (5 Contact Hours)

- Visit to a local area to document environmental assets-river/forest/grassland/ hill/mountain.
- Visit to a local polluted site-urban/rural/industrial/agricultural.
- Study of common plants, insects, birds.
- Study of simple ecosystems-pond, river, hill slopes, etc.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Bharucha E, Environmental Studies for Undergraduate Courses, 2nd Ed., University Press (India) Pvt. Ltd. 2013
- Cunningham W and Cunningham M, Principles of Environmental Science, 9th Ed., McGraw-Hill Education, 2019
- Sharma PD, Ecology and Environment, 13th Ed. Rastogi Publications, 2017
- Gary S. and Thorpe MS, Barron's AP Environmental Science, 6th Ed., Barrons Educational Series, 2015
- Romm J, Climate Change: What Everyone Needs to Know® 1st Ed., Oxford University Press, 2016
- Fortey R, The Wood for the Trees: One Man's Long View of Nature, Knopf, 2016

PCE2061			Morality in Indian Tradition				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the notion of morality in Indian tradition.

CO2: Get inspired from the cardinal values of Indian culture.

CO3: Appreciate the thinking and reflect on the moral issues of ancient as well as contemporary times.

CO4: Realize the worth of indigenous thinking in relation to every form of life.

CO5: Adopt a progressive thinking.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

The Context of Origin of Indian Moral Thinking and Its Presuppositions.

Man as Moral Agent, Freedom of Will and Responsibility.

Law of Karma and Its Moral Implications; Does It Entail Self-Centricity?

##### UNIT II

(9 Contact Hours)

Cardinal Values Emanating from Indian Culture: Four Puruṣārthas.

Concept of Dharma: Mīmāṃsā, Vaiśeṣika and the Buddhists' view.

Jainism towards Environmental Ethics.

##### UNIT III

(10 Contact Hours)

Debates over Punishment and Expiation: The tension between the Dharmaśāstras and State Laws

Bhagavadgīta's ideal of Niṣkāma Karma

##### UNIT IV

(10 Contact Hours)

Modern Revival of Indian Moral Thinking: Neo-Vedānta, Meditative Traditions and Ethical Skepticism

##### UNIT V

(10 Contact Hours)

Examining Whether There Is Any Distortion in Traditional Way of Thinking or Any Genuine Extension of It

Some Contemporary Moral Issues Pertaining to Applied Ethics and Indian Response to Them

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- A.K. Saran, Traditional Thought, towards an Axiomatic Approach, Sarnath: Central Institute of Higher Tibetan Studies, 1996.
- Purushottam Bilmoria, Indian Ethics: Classical Traditions and Contemporary Challenges, England: Ashgate Publishing Limited, 2007.
- R. Balasubramaniam and Ramashanker Misra, Man, Meaning and Morality, New Delhi: ICPR, 1995.
- Rajendra Prasad, Karma, Causation and Retributive Morality, New Delhi: ICPR, 1989.
- Rajendra Prasad, Varṇadharmā, Niṣkāma Karma and Practical Morality, New Delhi: DK Printworld (P) Ltd., 1999.
- Shyam Ranganathana, Ethics and History of Indian Philosophy, Delhi: Motilal Banarsidass, 2007.

PCE2078			Know Your Constitution				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Comprehend the basic principles of the Constitution of India.

CO2: Understand the mechanism of governance.

CO3: Prepare themselves to become a responsible citizen.

CO4: Reflect on the national aspirations enshrined in the Constitution.

CO5: See the relevance of special provisions in the Constitution.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Historical and Cultural Footholds of a Constitution.

The Making of Indian Constitution.

##### UNIT II

(9 Contact Hours)

The Nature and Basic Aspirations of the Nation India.

Promises to and Expectations from the People.

##### UNIT III

(10 Contact Hours)

The Constitutional Mechanism to Fulfil the Aspirations.

The Principles of the Separation of Powers and Judicial Activism.

##### UNIT IV

(10 Contact Hours)

The Relevance of Local Bodies in Indian Democracy.

Civil Servants and Common People.

##### UNIT V

(10 Contact Hours)

Linguistic Diversity and National Integration.

The Constitution of Jammu & Kashmir: A Gem, Not a Gym.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- A.S. Anand, Constitution of Jammu & Kashmir: Its Development & Comments (8th edition), New Delhi: Universal Law Publishing, 2016.
- Bipan Chandra et. al., India After Independence, New Delhi: Penguin India, 2000.
- Bipan Chandra et. al., India's struggle for independence (reprint edition), Delhi: Penguin Random House India, 2016.
- Durga Das Basu, Introduction to the Constitution of India (21st edition), New Delhi: Lexis Nexis, 2013.
- M.P. Jain, Indian Constitutional Law (7th edition), New Delhi: Lexis Nexis, 2014.
- Ramachandra Guha, India After Gandhi: The History of the World's Largest Democracy, Delhi: Pan Macmillan India, 2017.
- Subhash C. Kashyap, Our Constitution (2nd edition), New Delhi: National Book Trust, India, 2011.
- S. K. Sharma, Constitution of Jammu & Kashmir, New Delhi: Universal Law Publishing, 2011.



PCE3131			Meaning of Life				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Identify and understand the problems of life.

CO2: Respond to the issues of life with sensitivity.

CO3: Recognize and deal effectively with the conflicts of interests.

CO4: Be aware of the human problems and the relationship between non-humans.

CO5: Adopt a solution-oriented approach.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

What are we seeking? How do we look at the world, the other and ourselves?

Relationship and Isolation.

##### UNIT II

(9 Contact Hours)

Human Inquiry about the Purpose of Life.

Human Activity and the Quest of Ideal Action.

##### UNIT III

(10 Contact Hours)

Action and Responsibility.

Self-continuation, Anxiety and Fear.

##### UNIT IV

(10 Contact Hours)

What is instinctual and what is human?

Scrutiny of Libido-centric Criticism of Life and Liberation-centric Morality.

##### UNIT V

(10 Contact Hours)

What is Death? Authentic Awareness of Death and its Moral Implications.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Gil Fronsda, The Dhammapada: A New Translation of the Buddhist Classic with Annotations, Boston: Shambhala, 2006.
- J. Krishnamurty, First and Last Freedom; Sri Lanka Talks (3rd Section); Commentaries on Living (selections from vol.1), Chennai: Krishnamurti Foundation, 2013.
- Soren Kierkegaard, Stages on Life's Way (ed. & trans. Howard V. Hong & Edna H. Hong), Princeton: Princeton University Press, 1988.
- Sri Aurobindo, Life Divine (chapter. 1, the Quest), Pondicherry: Sri Aurobindo Ashram, 2010.

PCE3132			Professional Ethics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Identify the nature and moral requirements of their profession.

CO2: Respond to moral issues with integrity and creative imagination.

CO3: Recognize and deal effectively with the conflicts of interests.

CO4: Appreciate the way ethical ideas relate to their professional conduct.

CO5: Reflect on professional decisions from an ethical perspective.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Profession and Professional Ethics.

Understanding the Professional Codes of various Professional Bodies.

##### UNIT II

(9 Contact Hours)

Conflict between Professional Standards and Moral Rules.

Ethical Theories: (a) Teleological, (b) Deontological, and (c) Virtue Ethical.

##### UNIT III

(10 Contact Hours)

Professional Autonomy and Professional Responsibility.

Selected Case Studies (the cases, historical as well as current, are to be taken from the area of the targeted group, the sources could be previous stories and current affairs).

##### UNIT IV

(10 Contact Hours)

Gender and Environmental Ethics.

Corruption and Whistle-blowing.

##### UNIT V

(10 Contact Hours)

Well-being and Intellectual Property Rights.

Ethical Skepticism.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Case Studies based particularly on the decisions of Indian Judiciary.
- Justin Oakley and Dean Cocking, Virtue Ethics and Professional Roles, Cambridge: Cambridge University Press, 2001.
- L.P. Pojman and P. Pojman, Environmental Ethics: Readings in Theory and Application (6th edition), Boston: Wadsworth, 2012.
- Max Weber, Vocation Lectures: "Science as a Vocation", "Politics as a Vocation", edited with an introduction by David Owen and Tracy B. Strong; translation by Rodney Livingstone, Cambridge: Hackett Pub., 2004.
- R.R. Gaur (et al), A Foundation Course in Human Values and Professional Ethics, New Delhi: Excel Books, 2006.
- R.S. Naagarazan, A Text Book on Professional Ethics and Human Values, New Delhi: New Age International (P) Publishers, 2006.
- Simon Robinson (et al), Engineering, Business and Professional Ethics, Oxford: Elsevier, 2007.
- Vrinda Dalmiya, Caring to Know: Comparative Care Ethics, Feminist Epistemology, and the Mahabharata, Oxford: Oxford University Press, 2016.

Code:			Language and Creativity				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Know what human language is and how it functions.

CO2: Understand grammatical rules and their correct usages.

CO3: Realize the principles of speaking and writing; the relevance of speech will be realized at large scale.

CO4: Clear the myths and misbeliefs among the students pertaining to the language.

#### COURSE CONTENTS

##### UNIT I

(12 Contact Hours)

Language: Creativity; Grammar and Linguistic Competence; Specialization; Language Fallacy.

##### UNIT II

(12 Contact Hours)

What is Language?: Use of Sound Signals; Arbitrariness; the need for learning; duality; displacement; Creativity; patterning; structure dependence; human language versus animal communication; origin of language; the role of language.

##### UNIT III

(12 Contact Hours)

Using Language: the Cooperative Principle; Speech Acts; Turn Taking; Discourse Analysis; Remembered Frameworks; Repairs; Politeness.

##### UNIT IV

(12 Contact Hours)

Universal Grammar: Language Universals; Simple Models of Grammar; Deep and Surface Structure; Transformational Grammar; Transformations.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

#### Reference Books

- Fromkin, V., Rodman, R., & Hyams, N. (2013). *An Introduction to Language*. Boston, MA: Cengage Learning.
- Hazen, K. (2014). *An Introduction to Language*. Hoboken, NJ: John Wiley & Sons.

### III

#### Syllabus of Proposed Pre Ph.D. Courses

Course Code: BUL8011			Title of Course: <b>Research and Publication Ethics</b>				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
2	0	0	2	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand the value of academic integrity

CO2: Gain knowledge to refer and conduct quality research work

CO3: Follow ethico-legal ways of research and publication

#### COURSE CONTENTS

##### **Unit I Philosophy, Ethics and Scientific Conduct**

(8 Contact Hours)

Philosophy: Definition, Nature, Scope, Concept, Branches.

Ethics: Definition, Moral Philosophy, Nature of Moral Judgments and Reactions.

Fundamental Values of Academic Integrity: honesty, trust, fairness, respect, and responsibility.

Ethics w.r.t science and research, Intellectual honesty and research integrity, Scientific Misconducts: Falsification, Fabrication and Plagiarism (FFP)

Redundant publications: duplicate and overlapping publications, salami slicing

Selective reporting and misrepresentation of data

##### **Unit II Publication Ethics**

(7 Contact Hours)

Publication Ethics: Definition, introduction and importance.

Best practices/standard setting initiatives and guidelines: COPE, WAME etc, Conflicts of interest, Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types. Violation of publication ethics, authorship and contributorship. Identification of publication misconduct, complaints and appeals, Predatory publishers and journals

##### **Unit III Open Access Publishing**

(4 Contact Hours)

Open access publications and initiatives, SHERPA/RoMEO online resource to check publisher copyright and self archiving policies. Software tool to identify predatory publications developed by SPPU. Journal finder/journal suggestion tools viz JANE, Elsevier Journal Finder, Springer Journal Suggester etc.

##### **Unit IV Publication Misconduct**

(4 Contact Hours)

Subject specific ethical issues, FFP, authorship, Conflicts of interest, Complaints and appeals: examples and fraud from India and abroad. Ethical issues before, during and after the Study. Issues in Intellectual property, Patents, Trademarks, Copyrights. Penalties and Consequences of Plagiarism. Use of plagiarism software like Turnitin, Urkund and other open source software tools.

##### **Unit V Databases and Research Metrics**

(7 Contact Hours)

Indexing databases, Citation databases: Web of Science, Scopus etc.

Impact factor of journal as per Journal Citation Report, SNIP. SJR, IPP, Cite Score

Metrics: h-index, g index, i10 index, altmetrics

### Reference Books

1. Textbook of Research Ethics: Theory and Practice by Sana Loue (Springer)
2. The Handbook of Social Research Ethics by Donna M. Mertens and Pauline E. Ginsberg (Sage)
3. Plagiarism, the Internet, and Student Learning by Wendy Sutherland-Smith (Routledge)

Code: BUE9011			Strategy and Sustainability				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

### COURSE OUTCOMES

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

CO1: Explore the conceptual foundations and frameworks for understanding strategy.

CO2: Understand the concept of strategy with respect to sustainability.

CO3: Understand the research requirements in the field of Strategy.

CO4: Understand how strategy is interdisciplinary and requires a holistic decision making with respect to sustainability.

### COURSE CONTENTS

#### UNIT I

(9 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

(9 Contact Hours)

Concepts of ‘Sustainable Development’ with emphasis on United Nations Sustainable Development Goals; Linkage between Strategy and Sustainable Development, strategic issues in which environmental sustainability.

#### UNIT III

(10 Contact Hours)

Logic of Business: Governance and the environment; Strategic integration, Grand Strategies, Strategic responses; Strategic Leadership for Sustainable Development.

#### UNIT IV

(10 Contact Hours)

Strategic Leadership for Sustainable Development; Research for Strategy and Sustainable Development; Types of Research Designs (Pure versus Applied Research); Choosing an Appropriate Research Design.

#### UNIT V

(10 Contact Hours)

Introduction to Action research in the field of Strategy and Sustainable Development; Appreciative Inquiry Method: Theoretical Construct; Appreciative Inquiry Method: Application; Embedding Modern technologies for the research in Strategy and Sustainable Development.

### Reference Books

- Rosenberg Mike, Strategy and Sustainability: A Hardnosed and Clear-Eyed Approach to Environmental Sustainability For Business, Palgrave Macmillan
- Fogel S. Daniel, Strategic Sustainability, A Natural Environmental Lens on Organizations and Management, Routledge
- David R Fred, Strategic Management-Concept and Cases, PHI.
- Barney B Jay, Strategic Management and Competitive Advantage, Pearson Education.
- Hussy David, Strategic Management: From Theory to Implementation, Butterworth Heinemann

Code: BUE9051			<b>Integrated Logistics Marketing</b>				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Gain knowledge of logistics processes to manage global and local marketing issues.

CO2: Take decisions to increase customer service levels and decrease distribution cost.

CO3: Discuss best marketing cases to critically evaluate the impact of logistics costs.

#### COURSE CONTENTS

UNIT I: Introduction (9 Contact Hours)

Changing Marketing Environment, Customer Experience, Marketing Advantage, Marketing Channels.

UNIT II: Value Services (9 Contact Hours)

Customer Centricity, Value Delivery, Serving Costs, Order Promising, Product Variants and Visualization.

UNIT III: Competitive Logistics Strategies (10 Contact Hours)

Cycle Management, Lead Time Reduction, Defect Rate Reduction, Identifying Value/Non-value Added Processes.

UNIT IV: Managing Marketing Logistics (10 Contact Hours)

Demand-driven Supply Chains, Mass Individualization, Postponement, Real time Insights, Product Compliance.

UNIT V: Intelligent Marketing Logistics: (10 Contact Hours)

Intelligent Technologies, Supply Chain Analytics, Internet of Things, Cloud Platform, Industry 4.0

#### Reference Books

- Marketing Logistics by Martin Christopher and Helen Peck, Routledge
- Marketing and Logistics led Organizations by Robert Mason, Barry Evans, Kogan Page
- Sales and Marketing Channels: How to Build and Manage Distribution Strategy by Julian Dent and Michael White, Kogan Page

Code: BUE9242			<b>HR Analytics</b>				Pre Requisites			
-							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3Hours	10	20	20	50	100

### **COURSE OUTCOMES**

After Successful Completion of this Course the students will able to:

CO1: Develop essential skills and understanding to lead an organization to people analytics success.

CO2: Leverage HR data to make insightful business decisions

### **COURSE CONTENTS**

#### **Unit I**

(9 Contact Hours)

Introduction to People analytics; Concept, Measuring, relevance and applications of people analytics, Types of HR analytics; Process & Implementation of People analytics

#### **Unit II**

(9 Contact Hours)

Recruitment and Selection Metrics; Talent Analytics Metrics; diversity Analytics; Talent Retention Analytics; Performance Analytics.

#### **Unit III**

(10 Contact Hours)

HR Cost Benefit Metrics , Training & Development Metrics; Career Progression Metrics; Workforce Deployment Metrics;

#### **Unit IV**

(10 Contact Hours)

HR KPI Scorecard; Designing and Implementing HR Balanced Scorecard; Employee Gamification as a Recruitment & Engagement Technique;

#### **Unit V**

(10 Contact Hours)

Analytics for Decision Making, Developing a HR Analytics Unit; Project and Presentation

### **Reference Books**

- Ramesh Soundararajan and Kuldeep Singh, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications
- Shonna D. Waters and Valerie Streets, Lindsay McFarlane and Racgael Johnson-Murray, The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, SHRM Publ
- Waters, Shonna The Practical Guide to HR Analytics, Society for Human Resource Management
- Blokdyk Gerardus, HR Analytics a Complete Guide, 5starcooks publication
- Lyndon Sundmark, Doing Hr Analytics: A Practitioner's Handbook With R Examples Paperback,

Code: BUE9263			<b>Advanced Human Resource Management</b>				Pre Requisites			
							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3Hours	10	20	20	50	100

### COURSE OUTCOMES

After Successful Completion of this Course the students will able to:

CO1: Experience advance HR framework and understand the resulting organization structural changes needed

CO2: Analyze the key issues such as, counseling, diversity, redundancy, career development, etc. related to administering and management of the human elements

### COURSE CONTENTS

#### Unit I

(9 Contact Hours)

Relationship and Alignment between the Business and Human Resource Management, Measuring HR Business Benefits with Strategic Context of HRM.

#### Unit II

(9 Contact Hours)

Knowledge Management and HRM, Cross-Cultural Issues and HRM, Managerial Competency and career development,

#### Unit III

(10 Contact Hours)

Employee Empowerment, Managerial Counseling and Mentoring, Managing Diversity at Workplace, Managing Redundancy

#### Unit IV

(10 Contact Hours)

Human Resource Information Systems, Technology and Human Resource Management, Work-life Integration, HR issues in Mergers and Acquisitions

#### Unit V

(10 Contact Hours)

HR Outsourcing, Gamification and Human Resource Management, Human Resource Management and Building Corporate Ethics & Values.

### Reference Books

- Human Resource Management by Dessler, Gary, Publisher: Pearson Education Asia, New Delhi.
- Human Resource Management by Aswthappa, Publisher: TMH, New .Delhi
- Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi
- Managing Human Resources by Ramaswamy, E., Publisher: Oxford University Press, New Delhi
- Essentials of Human Resource Management by Armstrong, Kogan Page publisher.
- Human Resource Management by Gomez, Pearson Publisher.



Code: BUE9262			<b>Behavioural Perspective of Managing Human Resources</b>				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Understand behavior of the employees at workplace.

CO2: Utilise the understanding of the behaviour of employees to design, adapt and modify the human resource management practices, policies and procedures.

#### COURSE CONTENTS

##### UNIT I

(9 Contact Hours)

Employee Behaviour: An Overview, Factors affecting employee behavior, Ways to influence employee behaviour

##### UNIT II

(9 Contact Hours)

Types of employee behavior, Deviant employee behaviour and difficulty with employees, Employee behavior standards and issues, disciplinary issues related with employee behaviour, uncivil behaviour at workplace.

##### UNIT III

(10 Contact Hours)

Role of motivation in employee behavior, Communication and employee behaviour

##### UNIT IV

(10 Contact Hours)

Work culture and employee behavior, Managing employee behavior problems, Counselling and Mentoring, behaviour and employee wellbeing

##### UNIT V

(10 Contact Hours)

Stakeholders perspective for managing employee behaviour, Human Resource Practices and Policies and their impact on employee behaviour.

#### Reference Books

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

Code: BUE9033			Destination Marketing				Pre Requisites		Odd Semester	
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

## COURSE OUTCOMES

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

CO1: Examine and discuss the key concepts and principles of marketing as applied to destinations and the tourism experience; and to demonstrate an evaluative understanding of current issues associated with destination marketing.

CO2: Access, examine and assess the effectiveness of marketing strategies applied to tourism, and to engage in tourism and marketing research and inquiry to inform strategic decision making and problem solving.

CO3: Demonstrate skills in oral and written communication as well as critical and analytical thinking in accordance with professional contexts.

CO4: Work independently and as a team member to collect and analyse information to guide your problem solving and decision making.

## UNIT I

(9 Contact Hours)

Tourism destinations and markets: facts, figures, relevant phenomena and ongoing trends; Concepts and definitions of destination marketing and management; Destination planning and marketing planning, implementation and performance evaluation. Tourist's life-time value and footprint. Branding. Value chain in Tourism.

## UNIT II

(9 Contact Hours)

Destination Management research; Destination Product Development and Innovation; Managing tourism destinations within an experience economy context; Marketing & Tourism Research & Performance Reporting. Relationship marketing, quality and loyalty in hospitality and tourism, Destination image and personality.

## UNIT III

(10 Contact Hours)

Destination Management Organizations (DMOs). Objectives, organizational structures, legal status, functions, relationships with the local governments, community and stakeholder relations, members, partnerships, team-building, governance and leadership.

## UNIT IV

(10 Contact Hours)

Destination Integrated Marketing Communications; Destination Information and Communication Technologies; Pricing and distribution. Blue ocean strategies, Role of national tourism organizations, cooperative marketing and tourism market trends.

## UNIT V

(10 Contact Hours)

Innovation in tourism marketing and management, technology implications, Destination Management in developed and developing economies, Tourism marketing and crises, Terrorism and Tourism. Strategic tourism marketing and management for the accommodation industry, for the airline industry, for small and large-scale enterprises, regional and national destination organizations in tourism.

## Reference Books

- Baggio, R., Czakon, W., Mariani, M.M. (2013) Managing Tourism in a Changing World: Issues and Cases. London: Routledge.
- Mariani, M.M., Baggio, R., Buhalis, D., Longhi, C. (2014) Tourism Management, Marketing and Development: the Importance of Networks and ICTs, New York: Palgrave. (ISBN: 9781137368652).
- Pike, S. (2008) Destination Marketing. An Integrated Marketing Communication Approach. Oxford: Butterworth-Heinemann, Elsevier.
- Ritchie, J.R.B., Crouch, G.I. (2003) The Competitive Destination – A Sustainable Tourism Perspective. Oxford: CABI Publishing.
- Wang, Y., Pizam, A. (2011) Destination Marketing and Management. Theories and Applications. Oxford: CABI Publishing.

Code: BUE9032			Content Marketing				Pre Requisites		Odd Semester	
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

## COURSE OUTCOMES

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

CO1: Create interesting and compelling Marketing Content; Identify Prospects and create an effective Content Marketing Strategy

Create messaging and appropriate content guidelines.

CO2: Learn how to find industry influencers and identify promotional opportunities; Learn content marketing strategies, tactics, and best practices to produce effective content.

CO3: Learn how to develop appropriate content for each type of audience segment; Create best practices for content across media types, including social media, images, etc.

### UNIT I

(12 Contact Hours)

Introduction to Content Marketing; Developing a Vision of Content Marketing Success; Creating a Successful Content Marketing Strategy; Creating a Remarkable Editorial Mission Statement.

### UNIT II

(12 Contact Hours)

Targeting Customer Intent Instead of Demographics; Targeting Key Influencers - Targeting Key Influencers Who Influence Your Customers; Producing Help, Hub, and Hero Content Consistently; Producing Engaging Content More Frequently.

### UNIT III

(12 Contact Hours)

Using Effective B2C and B2B Content Marketing Tactics. Building Successful B2C and B2B Social Media Platforms; Helping Customers for Information access; Helping Key Influencers Impact the Buyer's Decision-Making Process.

### UNIT IV

(12 Contact Hours)

Measuring Content Effectiveness; Measuring Return on Marketing Investment; Improving by Experimenting With New Initiatives; Improving Effectiveness by Becoming More Sophisticated or Mature; Content Marketing in the Foreseeable Future.

## Reference Books

- The Content Code: Six essential strategies to ignite your content, your marketing, and your business Paperback; Mark W. Schaefer
- Content Marketing: Social Media Content Marketing (Social Media Marketing) (Volume 2) Paperback; K. L. Hammond
- Global Content Marketing: How to Create Great Content, Reach More Customers, and Build a Worldwide Marketing Strategy that Works Paperback; Pam Didner
- Content Machine: Use Content Marketing to Build a 7-figure Business With Zero Advertising Paperback; Dan Norris
- Content Inc.: How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses Hardcover; Joe Pulizzi
- Master Content Strategy: How to Maximize Your Reach and Boost Your Bottom Line Every Time You Hit Publish Paperback; Pamela Wilson

Code: BUE9034			Disruptive Marketing				Pre Requisites		Odd Semester	
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

## COURSE OUTCOMES

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

CO1: Gain a deeper understanding of how to use different channels in marketing strategies that create value and drive growth.

CO2: Use your knowledge of established and emerging marketing channels to strategically align with other business goals and value-creation objectives.

## UNIT I

(9 Contact Hours)

Marketing disrupted - Key trends and influences on marketing practice, disruptive technologies within the marketing technology landscape;

Marketing psychology - Consumer behaviour in digital environments,

Disruption by Design, Disruptive Innovation & Transformation, Digital Disruption.

## UNIT II

(9 Contact Hours)

Emerging marketing channels - Gain insights into newer, emerging digital marketing channels and consider how these newer disruptive technologies could be strategically used to create value.

Web Business Models: B2B, B2C, B2G, C2B, C2C, G2G, C2G, G2C, G2B, Buyer and Seller side of e-commerce, Revenue models.

## UNIT III

(10 Contact Hours)

Dealing with Disruption

Value creation through marketing methods.

Established digital marketing channels, Alignment of traditional with new to achieve business goals.

## UNIT IV

(10 Contact Hours)

The power of communities and influence - Learn how to leverage the power of digital communities and social influence, including identifying opportunities for making use of practices such as influencer marketing.

Experimentation, measurement, and analytics - Investigate various approaches to measurement, experiment-based thinking and marketing analytics in order to have a more data-driven approach to marketing.

## UNIT V

(10 Contact Hours)

The future of marketing - Devise ways to implement your up-to-date knowledge and practical skills from this programme, keeping in mind the heavily digital and technology-enabled future of marketing.

## Reference Books

- Lafferty, Susana; Edwards, Jenny. Disruptive technologies: what future universities and their libraries? Library Management 25(6-7): 252-258. 2004. Available online through OhioLINK's link resolver. Sustaining and Disruptive technologies from a higher-education holistic view as well as academic libraries.
- Lewis, David W. "The Innovator's Dilemma": Disruptive Change and Academic Libraries. Library Administration & Management 18(2):68-74. Spring 2004. Available online at <https://idea.iupui.edu/handle/1805/173> Focused on academic libraries.
- Christensen, Clayton. Improving Higher Education through Disruption. Forum Futures 2002. Available online at <http://www.educause.edu/ir/library/pdf/ffp0201s.pdf> In Christensen's own words -- take care if forwarding this to deans of business schools.
- Christensen, Clayton M. The Innovator's Dilemma. Harper Business Essentials (1998, 2000). ISBN: 0060521996. <http://worldcatlibraries.org/wcpa/isbn/0060521996>

- Christensen, Clayton M. and Michael E. Raynor. The Innovator's Solution: Creating and Sustaining Successful Growth. Harvard Business School Press (September 2003). ISBN: 1578518520. <http://worldcatlibraries.org/wcpa/isbn/1578518520>
- Christensen, Clayton M., Scott D. Anthony, and Erik A. Roth. Seeing What's Next : Using the Theories of Innovation to Predict Industry Change. Harvard Business School Press (2004). ISBN: 1591391857. <http://worldcatlibraries.org/wcpa/isbn/1591391857>
- Christensen CM, Cook S, Hall T. Marketing malpractice - The cause and the cure. Harvard Business Review 83(12): 74-83. Dec 2005. Available online through the OhioLINK link resolver.
- Anderson, Kent R. From Paper to Electron: How an STM Journal Can Survive the Disruptive Technology of the Internet. J Am Med Inform Assoc. 7(3): 234-245. May-Jun 2000. Available online at <http://www.pubmedcentral.nih.gov/articlerender.fcgi?artid=61426>

Code: BUE9035			Management of Healthcare Services				Pre Requisites		Odd Semester	
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

#### COURSE OUTCOMES

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

CO1: Distinguish between managing in a health care environment versus any other business setting and to provide examples of issues encountered when working within hospital environment.

CO2: Examine the contemporary theories on authority and span of control and to present specifics about working in a variety of health care settings.

CO3: Articulate strategic problems and challenges facing health services organizations, and to identify the major stakeholders in health service organizations.

CO4: Develop or enhance skills in team learning and performance, Describe in detail the various health care management career opportunities.

#### UNIT I

(9 Contact Hours)

National Health Policy & Population policy, National Health Programme: National Health Policy & Inter-sectoral Co-ordination, National Population Policy, National Five year plans, Healthcare delivery system in India at Primary, Secondary and Tertiary Care, Indigenous system of medicine in India, Community participation in healthcare delivery system, Health system in developed countries.

#### UNIT II

(9 Contact Hours)

Concept of Modern Hospital & Privatization in Health Sector: Public Sector Hospitals and Level of care / offered facilities, Effects of Globalization in Health care, Concept of Corporate Hospital in developing countries, Infrastructure and lay out of an ideal corporate hospital, Functioning of modern hospitals & changing need of patients, Hospitality in Hospital Care, Invasive and non-invasive diagnostic facilities in modern hospital, Care offered in Specialty and Super specialty Hospitals.

#### UNIT III

(10 Contact Hours)

IEC activities in health sector: Special characteristics of health communication, Counselling in health care & its different methods, Management and co-ordination of IEC activities; Working knowledge of commonly used hospital software; Application of Computer in hospitals, Importance of effective Health Information system. Basic Amenities: Laundry services, Security Services (General & Others like fire, gas etc.), Transportation Services (External & Internal), Ambulatory Care, Hospital Stores, Kitchen services, House Keeping and Maintenance.

#### UNIT IV

(10 Contact Hours)

Rules & Regulation as applicable to Hospital employees: Hospital need assessment: Creation of new post & abolition of existing post; Job description and full utilization of manpower. Cost effectiveness: Selection & Recruitment procedure, Wage & Salary. Qualification, Experience, Pay fixation. Manpower Need Assessment and

Performance Indicator Tools. Manpower Audit in Hospital Care Industry, Training Need Assessment & in-service training, Code of Conduct and disciplinary proceeding.

#### UNIT V

(10 Contact Hours)

Health Insurance in Private Health Sector: Health Insurance in developing and developed countries, Different Health Insurance Policies – Analysis and Management, Concept of combined Life Insurance and Health Insurance, GOI & State Govt. Policy in implementation of Health insurance, Hospitals / TPA / Insurance Company / Relationship and Problems.

#### Reference Books

- Introduction To Health Care Management, Sharon B. Buchbinder and Nancy H. Shanks
- The Strategic Management of Health Care Organizations 7th Edition, Peter M. Ginter
- Understanding Health Policy, 6th Edition, Thomas Bodenheimer and Kevin Grumbach
- Management of Healthcare Organizations: An Introduction, Third Edition, Peter C. Olden
- Introduction to Health Policy, Second Edition, Leiyu Shi, DrPH
- Introduction to Healthcare Quality Management, Third Edition, Patrice L. Spath
- Fundamentals of Human Resources in Healthcare, Second Edition, Bruce J. Fried, and Myron D. Fottler
- Ethics and Professionalism for Healthcare Managers, Elizabeth Forrestal, and Leigh Cellucci
- Essentials of Strategic Planning in Healthcare, Second Edition, Jeffrey P. Harrison
- Management of Healthcare Organizations: An Introduction, Second Edition, Peter C. Olden
- Healthcare Marketing: A Case Study Approach, Leigh Cellucci, Carla Wiggins, and Tracy Farnsworth
- Dimensions of Long-Term Care Management: An Introduction, Second Edition, Mary Helen McSweeney-Feld, Carol Molinari, and Reid Oetjen
- Essentials of Healthcare Management: Cases, Concepts, and Skills, Second Edition, Leigh Cellucci, Michael R. Meacham, and Tracy J. Farnsworth.