श्री माता वैष्णो देवी विश्वविद्यालय

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/19/1710-A

Date: 07.06.2019

Minutes of Meeting of Board of Studies of School of Business

A 13th meeting of Board of Studies of School of Business was held on 03.06.2019 from 10.00 a.m. onwards in the conference room of Faculty of Management. The following members were present:

1.	Prof. (Dr.) D. Mukhopadhyay	Dean FoM & Vice Chancellor, SMVDU- Chairman
2.	Dr. Saurabh	Head SoB- Vice Chairman
3.	Dr. Suparn Kumar Sharma	Member
4.	Dr. Jyoti Sharma	Member
5.	Dr. Sushil Kumar Mehta	Member
6.	Dr. Arti Maini	Member
7.	Dr. Rashi Taggar	Member
8.	Dr. Syeda Shazia Bukhari	Member Secretary
9.	Dr. Deepak Jain	Member
10.	Ms. Neetu Jain,	Head Finance, SKF Bangalore, Member Expert from Corporate
11.	Dr. Rakesh Jha, Dean (R&D)	Invited member
12.	Mr. B.K. Bhatia, TPO	Invited member

(Prof. Raj Kumar, Vice Chancellor, Punjab University, Dr. Sumeet Gupta, Dean (AA), invited Member Dr Ashutosh Vashishth, Dr. Hari Govind Mishra, Dr. Sanjay Sharma and Dr. Roop Lal Sharma could not attend the meeting. The Chairman, BOS, SoB, granted leave of absence to these members)

The agenda items of the meeting adopted insertium:

Agenda 1: Ratification of the Syllabi for the year 2017-18

Detailed discussion was held among the members on the above item. It was unanimously decided by the members to ratify the syllabi for the year 2017-18. For the course dissertations (BUD 7011), 6 credits may be revised to 9 credits for the award of degree to the batch MBA 2017-19, only.

Agenda 2: Introduction of Choice Based Credit Courses under Specializations in the Syllabi.

A detailed discussion was held among the members on the above item. The BoS approved following choice based credit courses under the specializations as per table below:

Syeda Shazia Bukhari

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Sr. No.	Title of the course	Under Specialization Area
1.	Rural Marketing	Marketing Management
2.	Global Marketing	Marketing Management
3.	International Financial Management	Financial Management
4.	Financial derivative and risk management	Financial Management
5.	Training and Development	Human resource management
6.	Change management	Human resource management
7.	Social and Web Analytics	Business Analytics
8.	Computational Analytics	Business Analytics

Agenda 3: Discussion upon the current syllabus and course structure as recommended by AAC, SoB

The following points were unanimously deliberated upon and decided by the BoS:

a. **Semester I-** The syllabus of the course titled Management of Organizations (BUL6023), 3 credits (3-0-0) has been updated (ref. pg 11). The content of Business Communication (BUL6017, 3-0-0) credits is being updated with the IT tools of communication and use of MS Office with practical sessions, with change in credit to 2-0-2, (ref. pg 12). The code of the course is being changed to BUL6011. The BoS decided for the discontinuation of course, Application of Spreadsheet in Management BUP6011, 2 credits (0-0-4). It was decided to introduce Viva Voice, 1 credit in 1st semester. The course code of the Managerial Economics, BUL6062 is being updated to BUL6061 in view of streamlining the sequences in courses and subject area nomenclature.

b. **Semester II** – Introduction of course Financial Management (BUL 6044), 3 credits (3-0-0) in 2nd Semester (ref. pg. 20). Leadership Development course BUL6024, 3 credits (3-0-0) has been updated (ref. pg.18). Fundamental Applications of SPSS in Management BUP6012, 2 credits (0-0-4) is to be discontinued in place of which the course of Research Methodology Application with SPSS (BUP 6093), 2 credits (0-0-4) to be introduced with updated course content (ref. pg. 21). It was decided to introduce Viva Voice 1 credit (BUC6012) to be introduced in 2nd Semester

c. **Semester III** – Advanced Applications of SPSS in Management (BUP 7011), 2 credits (0-0-4) will be discontinued. It was decided to introduce Project Appraisal and Planning (BUL 7012, 3 credits (3-0-0) in 3rd Semester (ref. pg. 26). Under Business Analytics Specialization, Transactional Analysis and Modeling (BUE 7073), shall be replaced with Business Intelligence (BUE 7073) (ref. pg. 58).

d. **Semester IV** – Introduction of Choice Based Open Electives. Course credits for various courses in semester –IV will now be of 3 credits instead of 4 credits. Course titled Entrepreneurship (code BUL7016 changed to BUL7014), Business Laws (code BUL7017 changed to BUL7015). The course code of course titled Use and Applications of R Software in Management is changed from BUP7012 to BUP7091. The course code of Strategic Human Resource Management is changed from BUE 7021 to BUE7023.

The detail of course structure along with syllabi is enclosed herewith.

Syeda Shazia Bukhari

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Agenda 4: Any other Agenda with the Permission of the Chair

The BoS agreed upon having MOUs with Industry and Academic institutions for the research consulting and student and faculty exchange programs. It resolved to adopt international standards and process to make the school more dynamic.

The meeting ended with vote of thanks by Dr. Saurabh, Head School of Business to the Chair

Syeda Shazia Bukhari

(Dr. Syeda Shazia Bukhari)
Member Secretary, BOS, SoB

Copy to:

1. Dean, FoM
2. Dean (AA) for information
3. Head, School of Business
4. Concerned members
5. Office File

Final Copy.

विज्ञानं ब्रह्म

M.B.A.

(Two Year Full Time Degree Program)

Proposed Program Structure & Syllabus

School of Business

Shri Mata Vaishno Devi University Katra

(June 2019)

	ABBREVIATIONS / CODES / NOMENCLATURE
Course Code Convention	
SCT-LSAY Example BUL-6045 BUE-7046 BUT-7011 BUD-7011 BUP-6011	Course Code for various Courses / Subjects SC: School Code T: Course Type Code (Lecture / Elective / Training / Dissertation etc.) L: Course Level (6 for First year, 7 for Second year) of MBA SA: Study Area / Sub Area (1: General Management, 2: HR, 3: Marketing, 4: Finance, 5: Supply Chain Management, 6: Management Economics, 7: Business Analytics, 9: Quantitative Methods) Y: Course Number
BU	School Code (SoB)
L	Lecture
E	Elective
D	Dissertation
T	Training
P	Practical
NC	Non-Credit
Teaching Scheme Convention	
L	Lecture
T	Tutorial
P	Practical
C	Course Credit
Evaluation Scheme Convention	
Minor	(Mid Term Exams / Tests) I & II
Major	Semester End Examination (ESE)
CBCS	Choice Based Credit System

Teaching & Examination Scheme

MBA Semester I, First Year

S.No.	Subject Code	Title of the Subject	Teaching & Credit Scheme					Evaluation & Examination Scheme					
			L	T	P	Total Periods	C	Minor Duration (Hours)	ESE Duration (Hours)	Internal Marks	Minor (I+II) Marks	Major ESE Marks	Total Marks
1	BUL6045	Financial Accounting & Decision Making	3	0	0	48	3	3 Hours (1 Hour 30 Minutes Each)	3 Hours	10	40	50	100
2	BUL6061	Managerial Economics	3	0	0	48	3			10	40	50	100
3	BUL6034	Marketing Management	3	0	0	48	3			10	40	50	100
4	BUL6091	Statistical Methods for Management Decisions	3	0	0	48	3			10	40	50	100
5	BUL6023	Management of Organizations	3	0	0	48	3			10	40	50	100
6	BUL6011	Business Communication	2	0	2	48	3			10	40	50	100
7	BUC6011*	Viva Voce	--	--	--	--	1			--	--	--	100
		SUB TOTAL	17	0	2	288	19			60	240	300	700

Note: *Based on live projects / assignments and courses taught in Semester-1

MBA Semester II, First Year

S.No.	Subject Code	Title of the Subject	Teaching & Credit Scheme					Evaluation & Examination Scheme					
			L	T	P	Total Periods	C	Minor Duration (Hours)	ESE Duration (Hours)	Internal Marks	Minor (I+II) Marks	Major ESE Marks	Total Marks
1	BUL6092	Decision Models & Optimization	3	0	0	48	3	3 Hours (1 Hour 30 Minutes Each)	3 Hours	10	40	50	100
2	BUL6035	Marketing Decision Making	3	0	0	48	3			10	40	50	100
3	BUL6046	Managerial Accounting & Decision Making	3	0	0	48	3			10	40	50	100
4	BUL6051	Supply Chain Management	3	0	0	48	3			10	40	50	100
5	BUL6024	Leadership Development	3	0	0	48	3			10	40	50	100
6	BUL6036	Digital & Social Media Marketing	3	0	0	48	3			10	40	50	100
7	BUL6044	Financial Management	3	0	0	48	3			10	40	50	100
8	BUP6093	Research Methodology Applications with SPSS	0	0	4	48	2			--	--	100	100
9	BUC6012	Viva Voce*	--	--	--	--	1			--	--	--	100
		SUB TOTAL	21	0	4	384	24			70	280	450	900

Note: Evaluation Methodology for Course at S. No. 8 have only Lab Components:
The evaluation methodology consists of evaluation of theory component and lab component separately, initially out of 100 marks.
After this, the marks obtained in the two components are merged together (out of 100 marks) as evaluation of course.

Note: *Based on live projects / assignments and courses taught in Semester-2

MBA Semester III, Second Year

S.No.	Subject Code	Title of the Subject	Teaching & Credit Scheme					Evaluation & Examination Scheme					
			L	T	P	Total Periods	C	Minor Duration (Hours)	ESE Duration (Hours)	Internal Marks	Minor (I+II) Marks	Major ESE Marks	Total Marks
1	BUL7011	Strategic Management	3	0	0	48	3	3 Hours (1 Hour 30 Minutes Each)	3 Hours	10	40	50	100
2	BUL7021	Managing Teams	3	0	0	48	3			10	40	50	100
3	BUL7015	Strategies for Digital Economy	3	0	0	48	3			10	40	50	100
4	BUL7012	Project Appraisal & Planning	3	0	0	48	3			10	40	50	100
5	---	Elective 1	3	0	0	48	3			10	40	50	100
6	---	Elective 2	3	0	0	48	3			10	40	50	100
7	---	Elective 3	3	0	0	48	3			10	40	50	100
8	BUT7011	Summer Training*	--	--	--	--	3			--	--	--	100
		SUB TOTAL	21	0	0	336	24			70	280	350	800

*Note: Evaluation: 100% Evaluated through panel of experts.

MBA Semester IV, Second Year

S.No.	Subject Code	Title of the Subject	Teaching & Credit Scheme					Evaluation & Examination Scheme					
			L	T	P	Total Periods	C	Minor Duration (Hours)	ESE Duration (Hours)	Internal Marks	Minor (I+II) Marks	Major ESE Marks	Total Marks
1	BUL7014	Entrepreneurship	3	0	0	48	3	3 Hours (1 Hour 30 Minutes Each)	3 Hours	10	20	50	100
2	BUL7015	Business Laws	3	0	0	48	3			10	20	50	100
3	BUP7091	Use & Applications of 'R' Software in Management	0	0	4	48	2			--	--	100	100
4	---	Elective 4	3	0	0	48	3			10	20	50	100
5	---	Elective 5	3	0	0	48	3			10	20	50	100
6	---	Elective 6 Choice Based Credit System*	3	0	0	48	3			10	20	50	100
7	BUD7011	Dissertation**	--	--	--	--	6			--	--	--	100
		SUB TOTAL	16	0	0	288	23			50	100	350	700

*Note: Under Choice Based Credit System, students will choose 1 course from avaiable options under same specialization.

**Note: Evaluation: 10% of marks evaluated by panel of faculty experts, 30% of marks evaluated by faculty supervisor and 60% of marks evaluated by external expert (academic / industry) from related area.

Vision Statement

School of Business aspires to be the most sought offer confluence of teaching, research and networking seat of management education, regionally anchored, nationally recognized and globally connected.

Mission Statement

The School strives to be catalyst for Change Management in Business and Governance through continuous pursuit of excellence in Research and Teaching, keeping abreast of Recent Development in National and International scenario.

Objectives

- Create intellectual capital in terms of scholarly and application oriented teaching & research.
- To run state-of-the-art postgraduate and doctoral programs to develop human capital.
- To concentrate on areas of specialization as per industrial requirements at national and global level.
- Forge meaningful partnerships with industry, academia, government, and social sectors.
- To promote entrepreneurial activities in the region by imparting training and motivating prospective entrepreneurs.

Values

- Academic integrity and accountability.
- Respect and tolerance for the views of every individual.
- Recognizing issues of national and international relevance.
- Appreciation of intellectual excellence and creativity.

Two-Year MBA Programme (Overall Structure)

	Minimum	Maximum
Duration	2 years	3 years
Total Credits	90 19 Compulsory Courses of 3 credits each = 57 5 Specialization Courses of 3 credit each = 15 1 Choice Based Credit System Specialization Elective of 3 credit = 3 2 Practical Based Compulsory Courses of 2 credits each = 4 Dissertation of 6 credits = 6 Summer Training of 3 credits = 3 Viva Voce = 2	
Electives (E)	Specialization Streams Electives: 5 courses Choice Based Credit System Elective: 1 course.	
Dissertation (D)	10% of marks evaluated by panel of faculty experts, 30% of marks evaluated by faculty supervisor and 60% of marks evaluated by external expert (academic / industry) from related area.	
Summer Training (T)	Summer Training for 7-8 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.	

विज्ञानं ब्रह्म

LIST OF COURSES

General Courses

Semester I

BUL6045	Financial Accounting & Decision Making	3 Credits (3-0-0)
BUL6061	Managerial Economics	3 Credits (3-0-0)
BUL6034	Marketing Management	3 Credits (3-0-0)
BUL6091	Statistical Methods for Management Decisions	3 Credits (3-0-0)
BUL6023	Management of Organizations	3 Credits (3-0-0)
BUL6011	Business Communication	3 Credits (2-0-2)
BUC6011	Viva Voce	1 Credit

Semester II

BUL6092	Decision Models & Optimization	3 Credits (3-0-0)
BUL6035	Marketing Decision Making	3 Credits (3-0-0)
BUL6046	Managerial Accounting & Decision Making	3 Credits (3-0-0)
BUL6051	Supply Chain Management	3 Credits (3-0-0)
BUL6024	Leadership Development	3 Credits (3-0-0)
BUL6036	Digital & Social Media Marketing	3 Credits (3-0-0)
BUL6044	Financial Management	3 Credits (3-0-0)
BUP6093	Research Methodology Applications with SPSS	2 Credits (0-0-4)
BUC6012	Viva Voce	1 Credit

Semester III

BUL7011	Strategic Management	3 Credits (3-0-0)
BUL7021	Managing Teams	3 Credits (3-0-0)
BUL7015	Strategies for Digital Economy	3 Credits (3-0-0)
BUL7012	Project Appraisal & Planning	3 Credits (3-0-0)
BUT7011	Summer Training	3 Credits

Semester IV

BUL7014	Entrepreneurship	3 Credits (3-0-0)
BUL7015	Business Laws	3 Credits (3-0-0)
BUD7011	Dissertation	6 credits
BUP7091	Use & Applications of 'R' Software in Management	2 Credits (0-0-4)

Specializations

Finance

Semester III

BUE7046	Corporate Finance	3 Credits (3-0-0)
BUE7047	Financial Statement Analysis	3 Credits (3-0-0)
BUE7048	Portfolio Management	3 Credits (3-0-0)

Semester IV

BUE7043	Advanced Corporate Finance	3 Credits (3-0-0)
BUE7049	Business Valuation, Mergers and Acquisitions	3 Credits (3-0-0)

Choice Based Credit System

BUE7044	International Financial Management	3 Credits (3-0-0)
BUE7045	Financial Derivatives & Risk Management	3 Credits (3-0-0)

Marketing

Semester III

BUE7036	Consumer Behavior	3 Credits (3-0-0)
BUE7037	Marketing Strategy	3 Credits (3-0-0)
BUE7038	Marketing of Services	3 Credits (3-0-0)

Semester IV

BUE7039	Advertising & Brand Management	3 Credits (3-0-0)
BUE7033	Retail & Visual Merchandising	3 Credits (3-0-0)
	Choice Based Credit System	
BUE7034	Rural Marketing	3 Credits (3-0-0)
BUE7035	Global Marketing	3 Credits (3-0-0)

Human Resource

Semester III

BUE7026	Business Turnaround and Organizational Transformation	3 Credits (3-0-0)
BUE7027	Understanding Workplaces and Industrial Psychology	3 Credits (3-0-0)
BUE7028	Power and Politics in Organizations	3 Credits (3-0-0)

Semester IV

BUE7029	Performance & Talent Management	3 Credits (3-0-0)
BUE7023	Strategic Human Resource Management	3 Credits (3-0-0)
	Choice Based Credit System	
BUE7024	Training and Development	3 Credits (3-0-0)
BUE7025	Change Management	3 Credits (3-0-0)

Business Analytics

Semester III

BUE7071	Business Analytics using Data Mining	3 Credits (3-0-0)
BUE7072	Data Analytics in Finance	3 Credits (3-0-0)
BUE7073	Business Intelligence	3 Credits (3-0-0)

Semester IV

BUE7074	Digital Innovation Strategies	3 Credits (3-0-0)
BUE7075	Marketing Analytics	3 Credits (3-0-0)
	Choice Based Credit System	
BUE7076	Computational Analytics	3 Credits (3-0-0)
BUE7077	Social and Web Analytics	3 Credits (3-0-0)

Semester – 1

BUL6045				Financial Accounting & 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: Acquire knowledge about general aspects of business operations at national and international level; and to describe the role of accounting information system and its limitations.

CO2: Explain the concepts and procedures of financial reporting, including income statement, statement of retained earnings, balance sheet, and statement of cash flows.

CO3: Identify the basic economic events most common in business operations and be able to report the events in a generally accepted manner, including the impacts of alternative accounting methods on financial statements.

CO4: Locate and analyze financial data from annual reports of corporate ethically.

COURSE CONTENTS

Unit I: Accounting Basics (8 Contact Hours)

Definition, Nature and Scope of Financial Accounting-Difference between Accounting and Accountancy-Accounting Principles, Concepts and Conventions-Capital and Revenue Transactions-Capital and Revenue Expenditures-Capital and Revenue Receipts-Double Entry System of Accounting-Books of Prime Entry-Subsidiary Books-Journal-Ledger and Trial Balance-Depreciation Methods-Rectification of Errors-Opening Entries-Transfer Entries-Adjustment Entries and Closing Entries-Bank Reconciliation Statements.

Unit II: Preparation of Financial Statements (8 Contact Hours)

Preparation of Financial Statements of Profit Seeking Organizations-Profit & Loss Account-Balance Sheet-Preparation of Financial Statements of Non-Profit Seeking Organizations-Preparation of Receipts and Payments Accounts, Income and Expenditure Accountant and Balance Sheet-Preparation of Financial Statements from Incomplete Records.

Unit III: Accounting Standards & International Financial Reporting Standards (8 Contact Hours)

An overview of Accounting Standards-Generally Accepted Accounting Principles- Accounting Standards Applicability, Interpretation, Scope and Compliance-International Financial Reporting Standards-Overview of Ind AS and AS-1, AS-2, AS-3, AS-6, AS-7, AS-9 and AS-10.

Unit IV: Finalization of Accounts of Joint Stock Companies (8 Contact Hours)

Accounting of Shares and Debentures-Preparation of Financial Statements as per Schedule III to the Companies Act, 2013- Cash Flow Statement, Profit & Loss Account and Balance Sheet- An Overview of Financial Statement Analysis and Interpretation of Annual Financial Results of the Companies.

Unit V: Fundamental Concepts of Auditing (8 Contact Hours)

Auditing Concepts-Definition-Nature, Scope and Significance of Auditing-Audit Engagement-Audit Programme-Audit Working Papers-Audit Evidence and Audit Reports-Internal Check-Internal Control-Internal Audit Auditing Standards.

Unit VI: Company Audit (8 Contact Hours)

Provisions relating to Audit under the Companies Act, 2013-Auditor's Qualifications-Disqualifications-Appointment-Remuneration-Removal-Power and Duties of Auditor-Cost Audit-Cost Auditor Qualification and Disqualifications-Secretarial Audit-Secretarial Auditor's Qualification and Disqualifications-Reporting Under the Companies Act, 2013-Reports Vs. Certificate-Contents of the Reports-Qualification Vs Clean Report.

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

- Financial Accounting Information for Decisions, Wild, John J, Prentice Hall of India, New Delhi
- Financial Accounting-A Managerial Perspective, Mukhopadhyay, D., Asian Books (P) Ltd, New Delhi
- Accounting Texts & Cases, Anthony, R. N., , Richards D Irwin New York
- Applied Financial Accounting: Interpretations for Analysis, Sannella, Alexndra J, Richards D. Irwin, New York
- Accounting Principles, Anthony, R. N. & Recce, J.S., Richards D. Irwin, New York
- Advanced Accounts, Shukla, M. C., Grewal, T. S. & Gupta S. P, S. Chand & Company, New Delhi
- Advanced Accountancy, Gupta, R. L. & Radhaswami, M, Sultan Chand & Sons, New Delhi
- Financial Accounting, Tulsian, P. C., McGraw Hill Publishing Company, New Delhi
- Financial Accounting, Maheswari, S. N., Vikas Publishing, New Delhi
- Auditing, University Edition, Taxmann, New Delhi
- Auditing & Corporate Governance, Taxmann, New Delhi
- Financial Accounting Concepts and Applications, Monga, J. R, Mayur Paper Backs, New Delhi

BUL6061				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; role and responsibility of business economist; 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:	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

- Managerial Economics and Business Strategy, Michael Baye, Jeffry T. Prince, 8th Ed. McGraw Hill
- Managerial Economics, Ivan Png, 5th Edition, Routledge.
- Managerial Economics, 12th Edition, Mark Hirschey, Cengage Learning
- Managerial Economics: International Student Version 6th Edition (Paperback) 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 basic concepts of marketing in the organisations.
CO2: State the role and functions of marketing within a range of organisations.
CO3: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken.
CO4: 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)

Marketing research, Marketing matrices, Dynamics of competitive marketing environment; Factors governing the marketing environment, Consumer Behaviour, Organization Buying Behaviour

Unit III (11 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

Unit V (9 Contact Hours)

Branding and Positioning; Promotion Mix; Integrated Marketing communication, Concepts of Direct marketing; Network marketing; Social media marketing and Digital marketing

NOTE:	The course is an introduction to the world of marketing for the students most of whom have not encountered business like situation. The Basics of Marketing course introduces them with the concepts and makes them aware of the real term problems. The course has various short assignments including the company/ sectoral awareness and few live projects.
	Pedagogy shall involve : Lectures, Case Discussions, Role plays, Quizzes 3D-4P exercise (Design, Develop and Deliver with 4 P of marketing mix) The students in group are required to take up the assignment called "Value Around". In this assignment the students shall be preparing a product and describe its value preposition, prospective market and client. The students are expected to understand the value prepositioning and explore their talent for creating an offering as per the customer requirement in an inorganic manner. The students will be provided the list of companies and will be required to conduct a 3C analysis along with the presentation upon these companies regarding their STP, products, prices, place promotion. The internal evaluation shall be based upon the class presentations, case analysis, marketing viva voce etc
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks

Reference Books

- Kotler Phillip, Armstrong Gary, Agnihotri P., Principals of marketing: A South Asian Perspective, Pearson
- Saxena Rajan, Marketing Management, Tata McGraw Hill
- Namakumari R., Marketing Management, McMillan, 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

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

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.

Unit-II: Managing Human Resources (9 Contact Hours)

Behavioural Issues in Management of Organizations, Understanding the fit between the individuals and management of organizations.

Unit-III: Staffing and Training (10 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-IV: Performance and Compensation Management (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-V: Human Resource Development and Industrial Relations (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,

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/Quiz, 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 Reseurce Management, Excel Publisher
- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management &amp, OB, Pearson

BUL6011				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
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: Identify ethical, legal, cultural, and 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 (9 Contact Hours)

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

UNIT II (9 Contact Hours)

Written Communication: Characteristics of Good writing. Writing messages, proposals, memos, plans and reports. Intrapersonal and interpersonal communication, meetings, negotiations.

UNIT III (10 Contact Hours)

Body Language. Presentation skills, Business Etiquettes. Online Etiquettes. Role of technology in business communication.

UNIT IV (10 Contact Hours)

Résumé writing, Interview Techniques, Cover letter Writing, Developing soft skills for success.

UNIT V (10 Contact Hours)

IT tools of Communication: Understanding MS-Word, Presentation skills with MS PowerPoint, Referencing and 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

- 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)

Semester – 2

BUL6092				Decision Models & 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. Marketing applications, financial applications, production management applications, Data Envelopment Analysis. Transportation models and optimum solution: Transshipment Problems, Assignment models: Hungarian algorithm.

Unit-II

(9 Contact Hours)

Non-Linear Programming, Optimization Models: Quadratic Programming. Integer Linear Programming-problems & applications. Goal Programming, Weighted and pre-emptive goal programming, Formulation of Goal programming problem and solutions. 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

(9 Contact Hours)

Network Models: Shortest Path Models Project Scheduling Models, Minimum Spanning Tree Model, Maximal Flow Problem. 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; Expected value, multistage decision problems.

Unit-IV

(9 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 equilibria, domination, Graphical solution, Strategic form of prisoner's dilemma. Simulation and Optimization and applications. Simulation, Nature of simulation, simulation process, random number generation, applications of process to business related problems, decision noise and biasness.

Unit-V

(9 Contact Hours)

Dynamic Programming: Production and Inventory control Problems, Shortest route problems and applications, multistage decision processes, Bellman's principle of optimality, Selective dynamic programming applications. Inventory Models: Economic order quantity and Economic production lot size. 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.

BUL6035				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 how to design channel, take pricing decisions as well as media related decisions.
CO5: Are exposed to the various issues related to international marketing.

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:	The course shall provide the exposure to the students to the real world marketing problems. They shall be able to take marketing decisions in the simulated situations. The course is designed in a manner that the students is exposed to advanced techniques of decision making and apply it for the marketing problems. The select case studies provide perspectives and opportunity to decipher the real time problems and thus help in developing an understanding.
	Pedagogy shall involve : Lectures, Case Discussions, Role plays, Quizzes, Case Solution Presentations, and Exercise 'One Big Decision'
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks

Reference Books

- Malhotra Naresh k, Marketing Research: An Applied orientation, 2007, 7th Edtn. Pearson Education, New Delhi
- Reeder Robert R, Brietry Edward G, Reeder Betty G; Industrial Marketing: Analysis, Planning and Control, 1997, 2nd Edn PHI Learning Private Limited-New Delhi
- Tybout M Alice & Calder J. Bobby, Kellog 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, 4th Edition Sage South Asia Saxena Rajan, Marketing Management, Tata McGraw Hill.
- Kotler Phillip, Armstrong Gary, Agnihotri P. Haque ul E, Principals of Marketing: A South Asian Perspective, Pearson India.

- Applied Case Studies in Marketing, S Shajahan, Primus Books, New Delhi

BUL6046				Managerial Accounting & 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 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 (6 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
Unit II (6 Contact Hours)
Cost Management – with respect of Material Cost – Labour Cost and Overheads Management & Cost Ascertainment – Preparation of Cost Sheet & Product / Service Pricing
Unit III (7 Contact Hours)
Techniques for Decision Making – Marginal Costing – BEP & CVP Analysis – Differential Costing – Relevant Costing – Responsibility Accounting – Divisional Performance & Transfer Pricing
Unit IV (7 Contact Hours)
Techniques for Cost Control & Cost Management – Standard Costing – Variance Analysis – Management by Exception through Variance Reporting
Unit V (7 Contact Hours)
Strategic Planning & Control – Strategic Management Accounting – Performance Hierarchy – Budget & Budgetary Control & Expenditure Monitoring – Performance Management & Control of the Organization – Changes in Business Structure & Management Accounting – Environment & Ethical Issue
Unit VI (7 Contact Hours)
Performance Management Information System – Management Accounting Information Needs & Management Structure – Lean Management Information System – Human Behaviour & Management Accounting System
Unit VII (8 Contact Hours)
Contemporary Development & Reporting System in Management Accounting – Activity Based Costing – Activity Based Management – Lifestyle Costing – Target Costing – Throughput Accounting – Balance Scorecard – Just-in—Time – Cost & Management – Audit as a tool for Efficiency Management & Reporting – Predicting & Preventing Corporate Failure

NOTE:	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 Durry – 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

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: Gain knowledge of supply chain processes to manage global and local operations.
CO2: Able to take decisions to enhance efficiency and responsiveness of supply chains.
CO3: Discuss of best supply chain cases to critically evaluate the issues.
CO4: Apply logistics and procurement concepts ethically to improve supply chain operations.

COURSE CONTENTS
Unit-I: Introduction to Supply Chain (10 Contact Hours)
Introduction to Supply Chain Management, Importance of Supply Chain Management, Logistics Vs Supply Chain, Lean and Agile Supply Chain, Efficient Vs Responsive Supply Chain
Unit-II: Logistical Management (10 Contact Hours)
Inventory Management: Techniques, Control, Forecasting, Vendor Managed Inventory, CPFR. Transportation Management System, Multi-modal transportation, GPS and Intelligent Transport System
Unit-III: Facility Decisions (10 Contact Hours)
Supply Chain Networking: Models and Channels, Risk Analysis, Reverse Supply Chains, Supply Chain Coordination
Unit-IV: Suppliers and SC Performance (9 Contact Hours)
Purchasing Vs Procurement, Make Vs Buy Decisions, Supplier Management, Supply Chain Performance Management: SCOR Model
Unit-V: Role of ICT in Supply Chains (9 Contact Hours)
Information Management in Supply Chains, Technology and Smart Supply Chains, Global Supply Chains

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

- Supply Chain Management: Strategy, Planning and Operations by Sunil Chopra (Pearson Education India)
- Fundamentals of Supply Chain Management by John T. Mentzer (Sage Publication)
- Supply Chain Logistics Management by Donald J. Browersex (Tata McGraw Hill)
- Supply Chain Management : Text and Cases by Janat Shah (Pearson Education India)

BUL6024				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.

CO4: Inculcation of leadership skills and exposure to the role of leaders in creating an organization culture.

COURSE CONTENTS

Unit I (12 Contact Hours)

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

Unit II (12 Contact Hours)

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

Unit III (12 Contact Hours)

Leadership and decision making: group thinking vs. wisdom of crowds, biasness in decision making, avoiding decision making traps, decision making techniques and strategies, decision making models, communication strategies for effective decision making.

Unit IV (12 Contact Hours)

Characteristics and behaviors of effective leaders; Role of Leaders in Organizational Culture and Change.

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

- 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

BUL6036			Digital & 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 & Social Media Marketing Context.
CO2: Evaluate the impact of a social media campaign in terms of a specific marketing objective.
CO3: How to structure social campaigns and everyday content?
CO4: Underrating Role of Digital marketing in Digital Era.
CO5: Exploring various business model for digital marketing

COURSE CONTENTS
UNIT 1 (12 Contact Hours)
Traditional marketing& modern Marketing, Key differences in Web1.0 & Web2.0, Digital marketing frameworks, Digital marketing model creation, consumer for digital marketing, Digital marketing assessment phase, Digital marketing strategy definition, Digital marketing communication and channel mix, Digital marketing operation setup, Digital marketing execution elements, Career in digital marketing, (INCLUDING 7 HBR CASE STUDIES)
UNIT 2 (12 Contact Hours)
3iPrincipleE-Marketing, The Online marketing mix, The online consumer, Managing consumer demanded-SWOT Model, Digital Presence Analysis matrix, Digital SMART Objective creation-marketing & CRM, Customer relationship Management in a Web 2.0,Marketing Intelligence through user data, (INCLUDING 7 HBR CASE STUDIES)
UNIT 3 (12 Contact Hours)
Foundation of Social Media, Cyber branding, Traffic building, Web Business model, Engagement marketing through content marketing, online camping management, Market influence analytics in a digital ecosystem, The world of Facebook, Facebook analytics, Twitter analytics, link den analytics, Instagram analytics, Pinterest analytics, Blog analytics The future of marketing - gamification and Apps (INCLUDING 7 HBR CASES)
UNIT 4 (12 Contact Hours)
Search network, digital display network, Pay per click, Email marketing, social media marketing, Social media analytics, Mobile marketing, Analytics, Strategy and planning, (*Including 10 HBR case studies)*

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

- 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 Pvt Limited,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.

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BUL6044				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	NIL	3 Hours	0	0	0	100	100

COURSE OUTCOMES

CO1: Demonstrate the applicability of the concept of Financial Management to practical situations with reference to small, medium and large commercial organisations.
CO2: Apply the Leverage and EBIT - EPS Analysis associated with the corporate sector.
CO3: Assess the factors affecting opportunities and investment decisions in an organization.
CO4: Analyse the complexities associated with management of cost of funds in different capital Structures
CO5: Understand the application of tools and techniques in working capital forecasting.
CO6: Thoroughly understand financing, investment and dividend policy decision and integration thereof as fundamental constituents of Financial Management.

COURSE CONTENTS

UNIT 1 (6 Contact Hours)

Financial Management: An Overview. Evolution of finance function, the basic goal- Creating Shareholder Value, Agency Theory and its implications, Business Ethics and Social Responsibility, Relevance of Time value of money in Financial Management.

UNIT 2 (11 Contact Hours)

Working Capital Management: Definition, meaning, scope and significance of working capital management, Determinants of working capital policies, concept of optimum working capital, Risk – Return Trade off, working capital forecasting. Current Assets Management with reference to cash management, receivable management, inventory management, sources of working capital and relevance of Tandon Committee, Chore Committee Recommendations and the latest guidelines of RBI.

UNIT 3 (13 Contact Hours)

Capital Budgeting: Concepts, meaning and significance, Process and Techniques - Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified Internal Rate of Return, Profitability Index, Discounted Payback Period, Estimation of cash flows, NPV vs. IRR.
Cost of Capital: Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting cost of capital for risk

UNIT 4 (12 Contact Hours)

Financing Decisions: Capital Structure, Theories and Value of the firm –Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the Optimal Capital Structure, Determinants of Capital Structure
Leverage Analysis and EBIT-EPS Analysis: Concept of Leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT-EPS Analysis, Link between Capital Structure and Capital Budgeting

UNIT 5 (6 Contact Hours)

Dividend Decisions: Factors determining dividend policy, Theories of dividend - Gordon Model, Walter model, MM Hypothesis, Forms of Dividend – Cash dividend, Bonus shares, Stock split, Dividend policies in practice. Liquidity maintenance Vs. Payment of Dividend

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

- Brigham, E. F., & Houston, J. F. Fundamentals of financial Management. USA: Thomson.
- Chandra, P. Financial management. New Delhi: Mc-Graw Hill.
- Horne, V. Fundamentals of financial Management. New Delhi: Pearson Education.
- Khan, M Y & Jain, P K. Financial Management – Text, Problems and Cases. New Delhi: Mc-Graw Hill.
- Pandey, I M. Financial management. New Delhi: Vikas Publishing House.

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 1 (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 2 (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 3 (10 Contact Hours)

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

UNIT 4 (10 Contact Hours)

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

UNIT 5 (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.

Intro. of new course

Semester – 3

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: Develop a holistic view of organizational and strategic decision making.

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 variety of business situations.

COURSE CONTENTS

Unit I (9 Contact Hours)

Concept & Importance of Strategic management, Levels of Strategic Decision Making, Models of Strategic Management Process, Vision, Mission, Policies and Objective, Strategic Intent, Competitive Advantage,

Unit II (9 Contact Hours)

Dynamics capabilities and Measures for competitive environment, Input Stage: External Analysis and internal analysis Porter's five forces model, Matching Strategies: Competitive profile matrix, SPACE Matrix

Unit III (10 Contact Hours)

Matching Strategies: BCG, TOWS, SPACE Matrix, Long term Objective, Strategic integration, Grand Strategies: Strategic Alliance, Diversification, Joint venture, Grand Strategies: Strategic Turn-around, Divesture, Grand Strategy and Generic Strategy; Grand Strategy Selection Matrix

Unit IV (10 Contact Hours)

Mergers and Acquisition, HR issues, Change management, Strategic implementation: Organization Structure and Leadership, resource allocation, structuring, re-engineering, 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 Systems

NOTE:	The course of Strategic Management is designed to prepare a holistic approach for decision making in a dynamic environment. The assignments include case presentations and understanding the various aspects of behavior of the companies.
	Pedagogy: Lectures, Case Discussions, Role plays, Quizzes, Board room Exercise, Presentations The students shall have to prepare the case analysis as per the case studies provided in the class. The student is expected to identify the following: 1. Key decision Issue in the case 2. Course of Alternative and support arguments for that 3. Theoretical and factual support for the strategic analysis proposed by the student. Also the students shall be allotted companies along with a specific description in a group. It is required to collect suitable data, information and facts from the secondary source as well as primary source and submit a presentation. It shall be part of the class assignments.
	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks

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
	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

- 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.

BUL7013				Strategies for Digital Economy			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: Knowledge to use IT in Economics & Business.

CO2: Skill to develop network models according to the digital products or services.

CO3: Awareness to procure or purchase with technology.

CO4: Learning from the business cases, the pros and cons of technology in business.

COURSE CONTENTS

Unit I (10 Contact Hours)

Nature, Scope and foundation of the digital economy. Network design and externalities, designing options, demand & supply analysis, factors influencing network design, frame work for network design. Fundamental material properties of digital technology.

Unit II (10 Contact Hours)

Growth and development of digital economy, information communication market size and network development, ICT adoption and use across economic social activities. New and evolving business models and markets. Impact of the digital economy: Growth , productivity and jobs.

Unit III (10 Contact Hours)

Sustainable innovation strategies for digital products. Implications of digitalization on markets, organizations, and technological design.

Unit IV (9 Contact Hours)

Overview of ERP, ERP implementation and national differences. Compare and differentiate industrial innovation and digital innovation.

Unit V (9 Contact Hours)

Global positioning systems in digital economy, Internet of things, e- procurement technology model, adaptation of B2B technologies.

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

- Enterprise Resource Planning by Rajesh Ray (McGraw Hill)
- Creating New Markets in the Digital Economy by Irene C.L.NG (Cambridge Press)
- The Wealth of Networks: How Social Production Transforms Markets and Freedom by Yochai Benkler (Yale University Press)
- Understanding the Digital Economy: Data, Tools, and Research Reprint Edition by Erik Brynjolfsson (Editor), Brian Kahin (Editor).
- Wired for Innovation: How Information Technology is Reshaping the Economy by Brynjolfsson,E & Saunders,A , MIT press .

BUL7012				Project Appraisal & 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	NIL	3 Hours	0	0	0	100	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 (10 Contact Hours)

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

Unit II (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.

UnitIV (9 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.

Intro of new course

Semester – 4

BUL7014				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 apply knowledge to solve simple tasks using computer and be able to perform a basic statistical modelling using computer software like SPSS/GRETL/E-Views.

COURSE CONTENTS

Unit I (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 (10 Contact Hours)

Leadership and entrepreneurship. Success stories of entrepreneurs. Communications barriers and role of Government in promoting entrepreneurship. Financial support system, sources of financial support, MSMEs and industrial policies in India, agencies for policy formulation and implementation including SIDBI, MUDRA bank, 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: Creation and Protection.

Unit IV (10 Contact Hours)

Opening the Window: Gaining Commitment: Techno-economic feasibility assessment; planning business process. Construction of business plans. 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 (9 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

- CharantimathP.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson, 2007
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi, 2000.
- Drucker, P.F., 'Innovation and Entrepreneurship, Heinemann', London, 1985.
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi, 1994.
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans', Excel Books, 2009.
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University Press, Boston, 1980.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi, 2003.
- Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi, 2006.
- Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, 'Entrepreneurship', Tata McGraw Hill Education Private Limited, New Delhi, 2007.
- Schumpeter, J., The Theory of Economic Development, Harvard University Press, Harvard, 1954.
- Economic and Political Weekly, New Delhi,Various Issues.

BUL7015				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: The Companies Act (9 Contact Hours)

Companies Act 2013: Corporate Incorporation and Management; Corporate Governance and Social Responsibility.

Unit-II: 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-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: The Competition Act (10 Contact Hours)

Competition Act, 2002: Anti-Competitive Agreements; Abuse of Dominant position; Regulation of Combinations; Competition Advocacy, Competition Commission of India.

Unit-V: The Information Technology Act (10 Contact Hours)

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
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars/Quiz, 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

BUP7091				Use & Applications of 'R' Software in 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
1	0	4	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 (10 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 (8 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 (10 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; Statistical Forecasting - Neural Networks; Predictive Analytics.

UNIT V (10 Contact Hours)

Simulation; Monte Carlo Simulation; Generation of pseudorandom numbers, Simulation of other random variables, Exponential random numbers. Preparing and writing of a short term paper.

NOTE:	This course is designed for students with basic knowledge of R. The applications of R in management aim to make students aware of the complex problems relating to data analysis.
	Pedagogy shall involve: Intensive Laboratory work along with classroom teaching. Evaluation: The evaluation of this course will be the combination of 4 parameters including one assignment in the form of term paper, maintaining lab file, viva-voce and practical lab test. The assignment in the form of term paper and file writing will carry 20 marks each. Whereas Viva-voce and practical lab test will carry a weightage of 30 marks each.

Reference Books

- Introduction to Statistics and Data Analysis - With Exercises, Solutions and Applications in R By Christian Heumann, Michael Schomaker and Shalabh, Springer, 2016.
- The R Software-Fundamentals of Programming and Statistical Analysis -Pierre Lafaye de Micheaux, my Drouilhet, Benoit Liquet, Springer 2013.
- A Beginners Guide to R (Use R) By Alain F. Zuur, Elena N. Ieno, Erik H.W.G. Meesters, Springer, 2009

Specializations – Finance

BUE7046				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.
CO6: Do the valuation of the company using publicly available data.
CO7: Develop proficiency in using Microsoft Excel.

COURSE CONTENTS

Unit-I: Introduction to Corporate Finance (9 Contact Hours)

Introduction to Corporate Finance, The Objective in Corporate Finance, The Time Value of Money, Value and Price: An Introduction, The Basics of Risk, Real Company, Real Time Corporate Governance Analysis

Unit-II: Investment Analysis (9 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 Noncash Working Capital, Investment in Cash and Marketable Securities, Investment Returns and Corporate Strategy, Real Company, Real Time Investment Analysis

Unit-III: The Financing Decisions (10 Contact Hours)

An Overview of Financing Choices, The Financing Process, The Financing Mix: Tradeoffs on Theory, The Optimal Financing Mix, The Financing Mix and Choices, Real Company, Real Time Optimal Financing Mix

Unit-IV: The Dividend Decisions (10 Contact Hours)

Dividend Policy, Analyzing Cash Returned to Stockholders, Beyond Cash Dividends: Buybacks, Spinoffs and Divestitures, Real Company, Real Time Choosing a Way to Returning Cash to Stockholders

Unit-V: Valuation (10 Contact Hours)

Valuation: Principles and Practice, Value Enhancement: tools and Techniques, Introduction to Acquisitions and Takeovers, The link between valuation and corporate finance decisions, Real Company, Real Time Valuation and value Enhancement

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/Quiz, which shall be evaluated by the concerned faculty.

Reference Books

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

BUE7047				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 (12 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 (12 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 (12 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.

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.

Unit IV (12 Contact Hours)

The Analysis of Profitability: Cutting to the Core of Operations, Du Pont Analysis. 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

BUE7048				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: Students will understand the characteristics of different financial assets (money market instruments, bonds and stocks) and how to trade these assets in financial markets.

CO2: Students will understand the benefit of diversification of holding a portfolio of assets and various portfolio managing approaches in context of global financial markets and their linkages.

CO3: Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

COURSE CONTENTS

Unit I (9 Contact Hours)

Investment Setting: Financial Markets, Financial Assets/Instruments, Investment Objectives.

Risk and Return: Analysis of different types of Risks and Return, Measures of Return and Risk, Determinants of Required Rate of Return, Risk free rate and factors influencing the risk free rate; Risk Premium.

Capital Market: Organization and Function of Equity Market and Bond Market, Mutual Funds.

Efficient Market Hypothesis: Efficient Market Concept; Different forms of Efficiency, Random walk theory, Challenges to the Efficient Market Hypothesis.

Unit II (9 Contact Hours)

Valuation of Equity Shares: Theory of Valuation, Alternative Valuation Methods.

Economic Analysis: Macro-economic activity and security Markets, Economic Series and Stock Prices, The Cyclical Indicator Approach, Monetary Variables, the Economy and Stock Prices, Inflation, interest rate and security prices.

Industry Analysis: Introduction; Business Cycle and Industry Sectors, Evaluating the industry life cycle, Analysis of Industry Competition, Estimation of Industry Rates of Return.

Company Analysis: Firm Competitive Strategies, SWOT Analysis, Analysis of Growth and Value Companies.

Unit III (10 Contact Hours)

Technical Analysis: Assumptions, Advantages and Challenges; Technical Trading Rules and Indicators; Technical Analysis of Equity Markets.

Introduction to Portfolio Management: Measurement of Expected Risk and Return of Portfolio, Alternative Measures of Risk, Markowitz Portfolio Theory, The Efficient Frontier and Investor Utility.

Capital Asset Pricing Model: Overview of Capital Market Theory-Market Portfolio, Capital Asset Pricing Model-Assumptions, Security Market Line and Capital Market Line, Zero beta Model.

Multi Factor Models: Arbitrage Pricing Theory (APT), Security Valuation and APT, Empirical Tests of APT, Estimating Risk in a Multi-factor Setting.

Unit IV (10 Contact Hours)

Optimal Portfolio Selection Models: Markowitz Theory, Sharpe's Single Index Model, Lagrange Multiplier Theory.

Equity Portfolio Management Strategy: Passive vs. Active Management; Passive Equity Portfolio Management Strategy-Index Portfolio Construction Techniques; Tracking Error, Methods of Index Portfolio Investment; Fundamental Active Strategies; Technical Strategies; Market Anomalies; Value vs. Growth Investments; Investor Behaviour and Stock Returns.

Analysis and Valuation of Bonds: Bond Valuation; Computing Bond Yields, Calculation of future bond prices; Yield curve, Determination of interest rates, Term structure interest rate theories, Bond price volatility.

Unit V (10 Contact Hours)

Bond Portfolio Management Strategies: Passive and Active Bond Portfolio Management Strategies, Core plus bond portfolio management Strategy, Contingent Immunization Procedures, Bond Market Efficiency.

Introduction to Derivatives: Types of Derivatives, Structure of Forward and Future Markets.

Evaluation of Portfolio Performance: Treynor, Sharpe, Jensen and Information Ratio Performance Measures; Application of Portfolio Performance Measures, Factors affecting the use of Performance Measures.

Contemporary issues in Portfolio Management.

NOTE:	Contemporary capital market developments will be intensely debated in the class
	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

- Alexander, Sharpe, Bailley, Fundamentals of Investment – Pearson / PHI
- Fisher and Jordan, Security Analysis & Portfolio Management, PHI.
- Reilly, Investment Analysis & Portfolio Management, Thamson / Cengage Learning
- S. Kevin, Portfolio Management, Prentice Hall India (PHI)
- Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill
- Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill.

BUE7043				Advanced 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 and apply the principles of corporate finance in practice to take investment, financing and dividend decisions.
CO2: Understand how to find a deal for acquisition and takeovers from the available options.
CO3: Able to do the valuation of the company to put a price on the company.
CO4: Develop proficiency in using Microsoft Excel

COURSE CONTENTS

Unit I (9 Contact Hours)

Foundation: The Firm: Structural Set Up, The Objectives of Decision Making, Corporate Financial Decisions, Principles of Corporate Finance, Firm Value and Equity Value, Risk Measurement and Hurdle Rate in Practice, Case study

Unit II (9 Contact Hours)

Investment Decisions In Practice: Estimating Earnings and Cash Flow, Hurdle Rate for Firms Versus Hurdle Rate for Project, Measuring Return: The Choices, Investment Decision Rules in Practice, Where Do Good Projects Comes From? Project Interactions, Side Costs and Side Benefits, Options Embedded in Projects, Case Study

Unit III (10 Contact Hours)

Financing And Dividend Decisions In Practice: The Financing Choices: Equity, Debt, Hybrid Securities, Selecting the Optimal Debt Ratio, How Firm Chooses their Capital Structure? Background on Dividend Policy, Analyzing Cash Returned to Stock Holders, Dividend Decisions in Practice, Managing Changes in Dividend Policy, Case Study

Unit IV (10 Contact Hours)

Valuation Principles and Practices: Discounted Cash Flow Valuation, Relative Valuation, Value Creation, Alternatives to Traditional Valuation Models, Case study

Unit V (10 Contact Hours)

Acquisitions and Takeovers in Practice: Overview of Mergers and Acquisition Industry Globally, Buyers Strategy, Finding a Deal, Pricing the Deal: Corporate Valuation in Developed Nations, Special Valuation Cases: Emerging Markets, Start-Up Firms, Money Losing Firms, Natural Resource Company, High Tech Firms, Sum of the Part Companies with Several Different Business Lines, Premiums and Discounts

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

- Aswath Damodaran, Corporate Finance: Theory and Practice, Wiley India Edition
- Richard A Brealey, Stewart C Myers, Franklin Allen, Pitbas Mohanty, Principles of Corporate Finance, Special India Edition, The Mcgraw Hill Company
- Aswath Damodaran, Applied Corporate Finance: Theory and Practice, Wiley India Edition

BUE7049				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: At the conclusion of the course, the student should have acquired a complete understanding and appreciation of the M&A process and how it contributes to the contemporary business world.

CO2: The student should be able to form an opinion as to whether or not an M&A transaction is the right business strategy or not for a given firm under specific circumstances.

CO3: The student should expect at the conclusion of this course to have gained a level of competency in M&A commensurate with an entry-level investment banking associate in M&A.

CO4: Those students who are interested in investment banking, consulting, equity research, corporate development, corporate lending, strategic planning, private equity are most appropriate to take this course.

COURSE CONTENTS

Unit I (8 Contact Hours)

Introduction to Mergers & Acquisitions (M&A): Recent M&A Trends, History of M&A, terminology of M&A, Why and how of M&A, Key Players in M&A and their role and responsibilities

Unit II (8 Contact Hours)

Regulatory environment surrounding M&A: Antitrust laws, Securities laws, Competition Commission of India and SEBI role in M&A, National and international laws affecting M&A activities, Case Discussion

Unit III (9 Contact Hours)

M&A Process: Different phases of M&A and their details with special reference to acquisition of a company, Building the Business Plan to Conducting a Post-closing Evaluation

Unit IV (8 Contact Hours)

Business Valuation: Different methods and financial modelling techniques, DCF, Real Options, financing and deal structuring, Case Discussion

Unit V (15 Contact Hours)

Alternative Business and Restructuring Strategies: Business alliances, Alternative Exit and Restructuring Strategies: Divestitures, Spin-Offs, Carve-Outs, Split-Offs, Leveraged Buyouts, Bankruptcy Reorganization and Liquidation, Hostile take overs and anti-take overs measures, takeover tactics, Case Discussion

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

- Mergers, Acquisitions, and Corporate Restructurings, 7th Edition (2017), Patrick A. Gaughan, Wiley Finance
- Mergers, Acquisitions, and Other Restructuring Activities,8th Edition (2016), Donald DePamphilis, Academic Press, Elsevier India.
- Mergers and Acquisitions from A to Z (Hardcover) – 16 Dec 2010 by Andrew J. Sherman, AMACOM
- The Art of M&A, Fourth Edition: A Merger Acquisition Buyout Guide Hardcover –(Imported) 2007 ed. by Stanley Foster Reed , Alexandra Reed Lajoux, H. Peter Nesvold

BUE7045				Financial Derivatives & 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.

Intro of new course CBC

BUE7044				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, Forfaiting. 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

Intro of new course CBCS

Reviewed on: 3-6-2019

Specializations – Marketing

BUE7036				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	Ma
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50

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 (12 Contact Hours)

Introduction to Consumer Behaviour and Consumer Research; Consumer Research Process; Marketing Segmentation and Positioning: Product Positioning; Consumer Motivation; Consumer Personality.

Unit II (12 Contact Hours)

Consumer Perception; Consumer Learning, Memory and Involvement, Models: Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity.

Unit III (12 Contact Hours)

Consumer Attitudes; Consumer Behaviour and Marketing Communications; Cultural Influences on Consumer Behaviour; Social Class and Group Influences on Consumer Behaviour; Family Life Cycle Stages, nature of Family Purchases and Decision-making.

Unit IV (12 Contact Hours)

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives; Organizational Buying Behaviour : Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

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)

Major Marks	Total Marks
100	

keting Strategy			Pre Requisites			
			Co-requisites			
on	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3 30 0	3 Hours	10	20	20	50	100

dents shall be able to;
the formulation of effective marketing strategy
teresting and dynamic sales professions within the for-profit and non-profit sectors

te strategy is influenced by strategic marketing Considerations.
tools and techniques for marking strategic Marketing planning decisions.

COURSE CONTENTS

Unit I (12 Contact Hours)

Market sizing and trend analysis, Market potential, Market demand, Market share & Market Volume metrics, Market performance metrics, Market share and market margin metrics, Marketing performance metrics, marketing profitability (INCLUDING HBR CASE STUDY-08)

Unit II (12 Contact Hours)

Marketing strategy for across cultures- cultural dynamics, & product policy, Consumer and product metrics, Consumer SEC metrics, Consumer life time analysis, Customer loyalty, Customer loyalty metrics (INCLUDING HBR 08 CASE STUDIES)

Unit III (12 Contact Hours)

Competitor metrics based on product & brand analysis, Marketing mix, product design & development, Product mix metrics, Product life cycle metrics, Segmentation Targeting and positioning strategy, Price strategy, (INCLUDING HBR 10 CASE STUDIES

Unit IV (12 Contact Hours)

Sales promotion strategy, personnel selling, channel management, advertisement strategy, Service and non-profit organization strategy, Bottom of the Pyramid strategy, Building a marketing plan, offensive and defensive strategy (INLCUDING 10 HBR CASE STUDY)

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, McGraw 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
- Marketing strategy & competitive position 4th edition, Hooley, Piercy & Nicoulaud, ISBN 9788131727997

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 (10 Contact Hours)
Service recovery, service blueprint, service standards, physical evidence, servicescapes
Unit-V: Service Promises (10 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)

BUE7039				Advertising & 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: Define core terms, concepts and principles related to communication mix, brand, brand equity, positioning, and brand architecture in their own words.

CO2: 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, determine the organization's target market/audience and define the consumer behaviour of each segment.

CO3: Understand brand elements that help build brand equity and conduct the measurement of brand equity and brand performance. it will also help in designing and implementing brand strategies hence forth; and practically develop a brand, including positioning and communication.

CO4: Appreciate the challenges of managing a brand over time and geographical boundaries and to converse with both academic and practitioner brand specialists on a range of brand related issues in ethical manner for developing an integrated advertising and marketing communications plan and to evaluate its effectiveness.

CO5: Feel confident enough to apply for brand related roles.

COURSE CONTENTS

Unit I (12 Contact Hours)

Advertising and the marketing process, integrated marketing communication, advertising planning processes, AIDA, DAGMAR, Client agency relationship.

Unit II (12 Contact Hours)

Creative strategy, Copy and layout, Media planning and media selection. Various medias, Budgeting, Advertising effectiveness.

Unit III (12 Contact Hours)

Branding concept, Branding challenges and opportunities, Brand equity, Strategic brand management processes, Designing and implementing branding strategy, Customer based brand equity, brand positioning and values.

Unit IV (12 Contact Hours)

Brand equity measurement, Current issues in branding, legal issues, online branding, Business to business trading of brand.

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

- Kazmi, Balve, Advertisement and Sales Promotion, Excel Books
- D. Guinn, Allen, Semenik, Advertisement & integrated Brand promotion, Thomson.
- Batra, Mayers, Aaaker, Advertisement Management, PHI
- Kellers, Strategic Brand Management, Pearson's

BUE7033				Retail & Visual Merchandising			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 basic functions of retail store operations including store location and layout, shopping centre analysis, retail market segmentation and strategies, and the merchandising mix; and to appreciate how to design and build scale models and props suitable for use in display and exhibition; recognize and understand the operations-oriented policies, met department heads, procedures used by successful retailers and key stake holders requirements from students in today's global economy.

CO2: Understand the central role of retail in industrialized societies, and the impact of key market/retail trends upon this sector in the local and global contexts and to understand the impact of retailing on the economy.

CO3: Understand and apply appropriate frameworks to develop high level retail marketing strategy, and identify the role of marketing strategies in the building of brand equity and shareholder value in the retail industry; and to comprehend retailing's role in society and, conversely, society's impact on retailing.

CO4: Know the responsibilities of retail personnel in the numerous career positions available in the retail field and to and to see how retailing fits within the broader disciplines of business and marketing.

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 Mangement, PHI
- Leivy & Weitz. Retail Management, TMH
- Sinha & Unniyal, Managing Retail, Oxford

BUE7034				Rural 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 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.

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.

Recommended Books:

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

BUB7035				Global 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 knowledge of the institutions, vocabulary, and players in the world of international business. You need to be able to speak the language of international business to operate effectively.

CO2: Understand different cultures and the implication this has for marketers. Understanding different people and cultures will lead to a greater understanding of ourselves and the culture in which we live.

CO3: Gain experience in analysing the marketing environment and marketing-related decisions for a firm entering non-domestic markets. You should know key sources for researching the cultural, economic, ethical, and political environments and anticipate the influence each will have on marketing strategies and decision-making.

Unit I (8 Contact Hours)

Definition, Concepts. Global Markets. Global Business Environment. A Managerial Perspective on Global Opportunities. Cultural Analysis on Global Markets. Strategic Approaches to International Markets. Export marketing: Meaning, importance and difficulties, issues in export marketing, export marketing strategy.

Unit II (10 Contact Hours)

Basics of Global Trade, Trade theories, Mercantilism, Porter's diamond model, Limitations of Trade Theories; The Research Process. Availability and Use of Secondary Data. Quantitative and Qualitative Research. Problems in Analysis and Interpretation of Research Information. Estimating Market Demand. Peculiarities of Multicultural Research. Global Segmentation as a Strategic Focus. Global Positioning. Macro-Level Criteria for Segmentation. Micro-Level Criteria for Segmentation. Models of Segmentation. Selection of Country Clusters. Managerial Implications of Segmentation.

Unit III (12 Contact Hours)

Competition in the Global Marketplace. Evaluation of Market Attractiveness and Company's Competitive Position. Strategic Planning. Market-Entry Strategies (Exporting, Licensing, Joint Ventures, Franchising, Consortia, Local Manufacturing). Export Logistics. Marketing Consumer Products for Global Markets. Marketing Industrial Products and Business Services. Global e-marketing: buying decisions in e marketing, developing a global e marketing plan, benefits and risks in global e marketing.

Unit IV (10 Contact Hours)

The Global Distribution System. Distribution Patterns. Factors Affecting Choice of Channels. Global Advertising. Media Planning and Analysis. Sales Promotion. Public Relations. Personal Selling. Pricing for Global Markets.

Unit V (8 Contact Hours)

Capital Needs for Global Marketing. Foreign Commercial Payments. Managing Commercial, Political and Financial Risks. Developing a Marketing Plan. Analysis and Control in Global Marketing.

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.

Recommended Books:

- Philip R. Cateora. International Marketing, 9th Edition. Irwin/McGraw-Hill, 1997.
- Salah S. Hassan, Roger D. Blackwell. Global Marketing. Perspectives and Cases. The Dryden Press, 1994.

Specializations – Human Resource

BUE7026			Business Turnaround and Organizational Transformation				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 business turnaround and organizational transformation theories and concepts and how they apply to real world situations

CO2: Develop an understanding of the challenges of business turnaround and organizational transformation and successfully manage them.

CO3: Employ analytical thinking to assess turnaround and transformation related problems and reach defensible conclusions.

COURSE CONTENTS

Unit-I: Introduction to Business Turnaround and Organizational Transformation (10 Contact Hours)

Introduction to Turnaround Management, Business World in transition, Survival & Growth Strategies; Recent Business Scenario influencing Business turnaround and Organizational Transformation, Globalization and Liberalization.

Unit-II: Turnaround Strategies (9 Contact Hours)

Industrial Sickness, Remedies to overcome sickness, Turnaround strategies: TQM, Restructuring, Business Process Reengineering, Approaches in Turnaround strategies

Unit-III: Structural Frame for Organizational Transformation (9 Contact Hours)

Developing a framework for understanding Organizational Transformation: Structural Frame – Organizing for effectiveness;

Unit-IV: Human Resource Frame for Organizational Transformation (10 Contact Hours)

Developing a framework for understanding Organizational Transformation: Human Resource Frame – Putting the right people in the right positions; Leadership – the critical piece to successful change in organizations.

Unit-V: Political and Symbolic Frame for Organizational Transformation (10 Contact Hours)

Developing a framework for understanding Organizational Transformation: Political Frame – Understanding how the system works; Symbolic Frame – The impact of organization culture.

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/Quiz, which shall be evaluated by the concerned faculty.

Reference Books

- John Stewart, Managing a Successful Business Turnaround, Amacom Books
- Donald B. Bibeault, Corporate Turnaround: How Managers Turn Losers into Winners, Beard Books
- Jones, Gareth R., Organizational Theory, Design and Change, Pearson
- Richard L. Daft, The Leadership Experience, Cengage.

BUE7027				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 organisation (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

BUE7028				Power & 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: Students will be able to develop conceptual framework for understanding power and politics in organizations

CO2: Exposure to the dilemmas and impact of that power dynamics present to both individuals and organizations;

CO3: Understanding regarding how to harness power to secure others' cooperation and lead effective change in organizations

CO4: Inculcation of skills regarding development of framework of analysis of the different strategies and framework of power and politics in organizations

COURSE CONTENTS

Unit I (10 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 (10 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 (9 Contact Hours)

Ethical considerations in power and politics; Organizational politics and employee well-being; Power, politics and organizational productivity

Unit V (9 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
	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

- 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, Greewood Publishing group
- Cialdini, R. Influence: Science and Practice. Pearson Publishers.
- Maxwell, J. The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization, Thomas Nelson Inc.

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
	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

- 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, , Response Books
- 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

BUE7023				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 (9 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
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars/Quiz, 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

BUE7024				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, System Models of Training and Development

Unit-II (9 Contact Hours)

Organization and Management of Training Function; Training needs assessment and its importance, different methods of training need assessment; classifying corporate training needs, Reasons why most managers don't train employees,

Unit-III (10 Contact Hours)

Instructional Objectives and Lesson Planning; Learning Process and Principles of Learning, Learning Theories, Learning Cycle, Learning Window. monitoring, controlling, and following up on the learning process

Unit-IV (10 Contact Hours)

Process of Designing Training & Development Programmes, Training Climate and Pedagogy; Developing Training Modules and Training Methods for operatives and executives,

Unit-V (10 Contact Hours)

Training Evaluation- Concept, Different Data Collection methods for evaluation, different methods of training evaluation. Evaluating Training Effectiveness.

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/Quiz, 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.

BUE7025				Change 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: 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
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars/Quiz, 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

Specializations – Business Analytics

BUE7071				Business Analytics using Data Mining			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: Write advanced SQL queries and stored procedures to preprocess data (using integration, cleaning and transformation) for visualization, modeling and interpretation; and can identify appropriate database technologies to meet a set of requirements and to recommend possible solutions.

CO2: Create predictive models using statistical, data mining and machine learning techniques, and evaluate and interpret such models to support fact-based decision making.

CO3: Work both independently and in a team to solve large data analysis projects; and to clearly communicate and present complex analytics results to business clients, using practical and simple business terms that can be understood by a general non-technical audience.

CO4: Identify and evaluate appropriate data analytics techniques to be used depending on the specific information needs of the project, and to use data visualization tools to communicate data mining results in an effective way.

COURSE CONTENTS

Unit I (9 Contact Hours)

What is a Data mining? - Data mining Architectures - Types of Systems - Data Mart – OLAP – OLTP - Data Movement (ETL-Extract, Transform and Load) - Data Querying and Reporting - Reading Hierarchical Raw Data Files

Unit II (10 Contact Hours)

Conditional processing - Dropping and keeping variables - Reading Excel spread sheets in R , Data Cleaning - Manipulating Character Values - Manipulating Numeric Values - Manipulating Numeric Values Based on Dates

Unit III (10 Contact Hours)

Converting Variable Type - Concatenating R Data Sets - Merging R Data Sets - Producing Summary Reports in R - Creating an Accumulating Total Variable - Accumulating Totals for a Group of Data

Unit IV (9 Contact Hours)

DO Loop Processing - Array Processing - Using arrays in R - Match-Merging Two or More R Data Sets - Simple joins using SQL - Data Integrity - Data Enrichment

Unit V (10 Contact Hours)

Data Quality - Data Quality Assurance - Data access - Data Privacy and Ethics - Data security - Overview of BI and Data Mining Technology

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

- Kimball,R., Ross,M., Thornthwaite, W.,Mundy,J. and Becker.,"The Data Warehouse Lifecycle Toolkit" Practical Techniques for Building Data Warehouse and Business Intelligence Systems. Second Edition. B. John Wiley & Sons, ISBN 978-0-470-14977-5 2008.
- Morabito, J., Stohr, E., Genc, Y., "Enterprise Intelligence: A Case Study and the Future of Business Intelligence", International Journal of Business Intelligence Research. 2011.
- Kimball, R. and Ross, M., "The Data Warehouse Toolkit" The Complete Guide to Dimensional Modeling Second Edition. John Wiley & Sons, 2006.
- Kimball, R., and Caserta., "The Data Warehouse ETL Toolkit", Practical Techniques for Extracting, Cleaning, Conforming, and Delivering Data. J. John Wiley & Sons, 2004.

BUE7072			Data Analytics in 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: To equip the students with ability to carefully select and process the raw financial data.

CO2: To cover all the key aspects of statistical and Big Data analytics necessary for correctly predicting the investment and financing decisions.

CO3: To introduce the students with the operational details of application software's like R and MS Excel.

COURSE CONTENTS

Unit I (9 Contact Hours)

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

Unit II (9 Contact Hours)

Descriptive Analytics, Data Exploration, Dimension Reduction and Data Clustering Geographical Mapping
Market Basket Analysis. Predictive Analytics Fraud Detection Churn Analysis Crime Mapping, Content Analytics Sentiment Analysis

Unit III (10 Contact Hours)

Forecasting Analytics Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming, Forecasting, Simple Regression and Correlation Multiple Regression to forecast sales. Modelling Trend and Seasonality Ratio to Moving Average Method, Winter's Method.

Unit IV (10 Contact Hours)

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

Unit V (10 Contact Hours)

Introduction to R for analyzing financial data: Portfolio returns, Risks, Factor Models

NOTE:	Computer lab will be extensively used for accessing relevant Software's. Students are encouraged to develop insight into the area of econometrics.
	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

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

BUE 7073				Business Intelligence			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 business intelligence for competitive decisions

CO2: The student must be able to able to understand the foundations and technologies for capturing intelligence for decision making

CO3: The student must be able to know the capabilities and limitations of dashboards, comprehend query, reporting,

CO4: The student must be able to identify the stages and understand the ethical dimensions of business intelligence

COURSE CONTENTS

Unit I (9 Contact Hours)

Introduction to Business Intelligence: Framework for Business Intelligence – Intelligence Creation – Transaction Processing Versus Analytic Processing – Major Tools and Techniques of BI for competitive edge

Unit II (9 Contact Hours)

The tripod: intelligence, security and counterintelligence, The intelligence working process, Intelligence strategies and demands on information gathering, Efficient intelligence systems leading to shorter product life cycles, Open sources as a policy and as a philosophy for competitiveness

Unit III (10 Contact Hours)

Business Intelligence Architecture – Data Integration – Real time data handling. Developing the intelligence model and conducting the analysis. The theory of modern techniques of crypto analysis.

Unit IV (10 Contact Hours)

Business Performance Management; Competitive Strategy: Planning, Monitoring; Performance Measurement; BPM Methodologies – Performance Dashboards and Scorecards.

Unit V (10 Contact Hours)

Stages of the intelligence cycle, Business intelligence software and business intelligence on the web, Ethical and legal limits in private organizations, Industrial espionage: the fine line of hiring competitor's employees BI Software and its business opportunities. Managing and organising for an effective BI Team

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 Intelligence A Managerial Approach, Pearson Publications by Efraim Turban et al., Latest Edition.
- Data Mining for Business Intelligence, Wiley Publication by Galit Shmueli et al., Latest Edition.
- Business Intelligence: A Managerial Perspective on Analytics (3rd Edition). Pearson by Ramesh Sharda, Latest Edition.
- Business Analysis for Business Intelligence 1st Edition. Auerbach Publications by Bert Brijs, Latest Edition.
- Business Intelligence For Dummies by Swain Scheps, Latest Edition.

BUE7074				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: Describe digital business and innovation and the elements of its infrastructure; and to apply contemporary business knowledge to create a strategic plan to manage the disruptive nature of technology.

CO2: Identify factors and develop strategies for electronic commerce & digital innovation and how those strategies relate to support business models in interpreting the digital transformation of organizations.

CO3: Critically analyse and evaluate creative and effective recommendations to a range of problem/opportunity situations that add value to the business and its stakeholders; and to research strategies to develop ethical solutions for business problems.

CO4: Explore information technology and digital innovation trends, to reflect on and apply design thinking to develop creative technological and innovative business opportunities through prototyping and testing business ideas.

CO5: Employ learning strategies to update knowledge in ICT relevant fields in an independent manner; and to work individually and in teams in a manner that displays ethical and professional standard.

CO6: Analyse trends in ICT and frame judgements and work practice within professional, legal and ethical frameworks; and to synthesize and apply judgement in ICT from organizational, business, innovation, and perspectives.

COURSE CONTENTS

Unit I (9 Contact Hours)

5 Domains of Digital Transformation; Customer Networks and the New Path to Purchase; Understanding Digital Customer Behaviors.

Unit II (10 Contact Hours)

Platform Business Models; Coopetition, Disintermediation, and Asymmetric Competitors; Building Data as A Strategic Asset for Your Business.

Unit III (10 Contact Hours)

Big Data at Work: New Data, New Tools and Templates of Value; Innovation through Experimentation: Ab Test and Minimum Viable; Translating the Lean Startup to Enterprise Scale Innovation.

Unit IV (9 Contact Hours)

Adapting Your Value Proposition; Mastering Disruptive Business Models.

Unit V (10 Contact Hours)

Surviving Disruption -: 6 Incumbent Responses to A Disruptive Challenger; Leadership and the Customer Value Imperative Frameworks.

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

- Clayton M. Christensen, Taddy Hall, Karen Dillon, and David S. Duncan. Competing against Luck: The Story of Innovation and Customer Choice (Harper Business, 2016)
- Kevin Kelly. The Inevitable: Understanding the 12 Technological Forces That Will Shape Our Future (Viking, 2016)
- Andrew McAfee and Erik Brynjolfsson. Machine, Platform, Crowd: Harnessing Our Digital Future (Norton, 2017)

BUE7075				Marketing Analytics			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: Use analytic approaches to transform marketing and sales data into actionable and appropriate marketing decisions

CO2: Justify the use of a particular marketing analytics approach and communicate its managerial implications to a non-technical audience.

CO3: Recommend marketing strategies that align forces in the external environment with the core competencies of the firm.

CO4: Recognize trends based on current research related to consumer analytics behavior.

CO5: Analyze the challenges that might influence the formulation of effective marketing analytics from a consumer behavior perspective.

COURSE CONTENTS

Unit I (9 Contact Hours)

Introduction to marketing research, Research design setup, qualitative research, quantitate research, Concept development, scale development, Exploring Data, Descriptive Statistics, (INCLUDING 5 HBRCASE STUDY)

Unit II (9 Contact Hours)

Inbound marketing analytics, Click analytics, Google analytics, Social Media Analytics, Web analytics, Online traffic analytics, conversion analytics, Online and Offline analytics (INLCUDING 10 HBR CASE STUDY)

Unit III (10 Contact Hours)

Product analytics- features, attributes, benefits, Price analytics, Promotion analytics, Channel analytics, Multiple Discriminate analysis (INLCUDING 8 HBR CASE)

Unit IV (10 Contact Hours)

Customer Analytics, Analyzing customer satisfaction, Prospecting and Targeting the Right Customers, Covariance and Correlation analysis, Developing Customers, Retaining Customers, Customer lifetime value case, Factor analysis, (INCLUDING 8 HBR CASE STUDY)

Unit V (10 Contact Hours)

Market Segmentation & Cluster Analysis, Scatterplots & Correlation Analysis, Linear Regression, Model Validation & Assessment, Positioning analytics, Cross tabulation (INCLUDING 5 HBR CASES)

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

- Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Chuck Hemann& Ken Burbary, Pearson, ISBN 9780789750303
- Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Eric Siegel, Pearson,
- Marketing Analytics: A practical guide to real marketing science, Mike Grigsby, Kogen Page, ISBN 9780749474171
- Marketing Metrices 3e, Bendle, Farris, Pferfery, Reibstein,
- Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Raj Kumar Venkatesan, Paul Farris, Ronald T. Wilcox.
- Marketing Analytics: Optimize Your Business with Data Science in R, Python, and SQL, Dave Jacobs

BUE7076				Computational Analytics			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 use statistical and computational analysis for business

CO2: To define logic and use inferential analysis

CO3: To understand neural network and predictive analysis

CO4: To use and apply predictive analysis for real time management problems.

COURSE CONTENTS

Unit I (9 Contact Hours)

Statistical Inference & Regression Analytics: Need for Business Modelling, Regression – Concepts, Blue property-assumptions-Least Square Estimation, Variable Rationalization, and Model Building etc.

Unit II (9 Contact Hours)

Reasoning: Logic and its Limits, Dealing with Uncertainty Mechanical Logic - The Semantic Web - Limits of Logic. Inferential analytics case analyses.

Unit III (10 Contact Hours)

Description and Resolution - Collective Reasoning. Statistical Forecasting - Neural Networks Predictive Analytics - Sparse Memories - Sequence Memory - Network Science

Unit IV (10 Contact Hours)

Predictive analytics tools and measurement factors led towards predictive analytics. Applications spreadsheet. Data Analysis: Evolution and Feature. Qualitative response Modelling with Uni-series and pooled information, Error in Variables.

Unit V (10 Contact Hours)

Perspective analytics; Applications of Correspondence Principle-Measurement and limitations. Emerging analytics. Clustering and classification tools. Partitional Clustering and Hierarchical Clustering.

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

- Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Chuck Hemann & Ken Burbary, Pearson, ISBN 9780789750303
- Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Eric Siegel, Pearson,
- Marketing Analytics: A practical guide to real marketing science, Mike Grigsby, Kogen Page, ISBN 9780749474171
- Marketing Metrices 3e, Bendle, Farris, Pferfery, Reibstein,
- Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Raj Kumar Venkatesan, Paul Farris, Ronald T. Wilcox.
- Marketing Analytics: Optimize Your Business with Data Science in R, Python, and SQL, Dave Jacobs

New course under CBC

BUE7077				Social and Web Analytics			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 importance of web analytics in modern business
CO2: To use web analytics for business insights
CO3: To understand web metrics for behavioural and pattern analysis
CO4: To use and apply software tools in management cases

COURSE CONTENTS

Unit I (9 Contact Hours)

Introduction, History of Social media- Basics of Social Media and Business Models- Basics of Web Search Engines and Digital Advertising. Web & social media (websites, web apps, mobile apps & social media)

Unit II (9 Contact Hours)

Web analytics: Web 2.0 framework clickstream, multiple outcomes analysis, experimentation & testing, voice of customer, competitive intelligence, Insights. Experimental methods in web data analytics, Econometric modelling of search engine ads

Unit III (10 Contact Hours)

Data (Structured data, unstructured data, Meta data, Big Data and Linked Data) -Lab testing and experiment design (selecting participants, within-subjects or between subjects study, counterbalancing, independent and dependent variable; A/B testing, multivariate testing, controlled experiments active users) on business and technical issues.

Unit IV (10 Contact Hours)

Web metrics and web analytics - PULSE metrics Page views, Uptime, Latency, Seven-day active users) on business and technical issues; -HEART metrics (Happiness, Engagement, Adoption, Retention, and Task success) on user behaviour issues; -On-site web analytics, off-site web analytics, the goal-signal-metric process

Unit V (10 Contact Hours)

Social media analytics (what and why) - Social media KPIs (reach and engagement) - Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback) 6. Data analysis language and tools. Cases and examples - User experience measurement cases - Web analytics cases 8. Group work and hands on practice - Usability study planning and testing; and data analysis using software tools (Google Analytics, Google Sites, R and Deduced)

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

- Easley and Kleinberg, "Networks, Crowds, and Markets: Reasoning about a highly connected world", Cambridge Univ. Press, 2010.
- Robert A. Hanneman and Mark Riddle, "Introduction to social network methods", University of California, 2005.
- Jure Leskovec, Stanford Univ. Anand Rajaraman, Milliway Labs, Jeffrey D. Ullman, "Mining of Massive Datasets", Cambridge University Press, 2nd edition, 2014.
- Wasserman, S., & Faust, K, "Social Network Analysis: Methods and Applications", Cambridge University Press; 1 edition, 1994
- Borgatti, S. P., Everett, M. G., & Johnson, J. C., "Analysing social networks" SAGE Publications Ltd; 1 edition, 2013
- John Scott, "Social Network Analysis: A Handbook", SAGE Publications Ltd; II edition, 2000.



Outside M.B.A.

SYLLABUS

School of Business

Shri Mata Vaishno Devi University Katra

(June 2019)

BUE3041				Financial Management for Engineers			Pre Requisites		Even 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: Understand the principles, tools and techniques of financial accounting and its applications in the decisions making by engineers.

CO2: Understand the principles, tools and techniques of management accounting and its applications in the decision making by engineers.

CO3: Understand the principles, tools and techniques of financial management and functioning of financial markets.

CO4: Conduct the financial feasibility analysis of project during project appraisal.

COURSE CONTENTS

Unit I (6 Contact Hours)

Financial Accounting: Generally Accepted Accounting Principles and Accounting Standards, Accounting Cycle and Statement of Financial Information, Understanding Corporate Financial Statements and Reports.

Unit II (7 Contact Hours)

Management Accounting: Cost accounting principles, Cost Classifications, Activity Based Costing, Volume-Cost-Profit Analysis, Standard Costing, Budgeting, Responsibility Centres.

Unit III (6 Contact Hours)

Introduction to Financial Management, Time Value of Money, The Basics of Risk, Investment Decisions (Long Term Investment and Short Term Investments), Financing Decisions, Dividend Decisions.

Unit IV (6 Contact Hours)

Valuation: Principles and Practices, Value enhancement Tools and Techniques, Introduction to Financial Markets.

Unit V (7 Contact Hours)

Project Finance: Nature of Projects, Key Elements of Project Report, Introduction to Project Feasibility Analysis, Project Financial Feasibility Analysis, Project Financing, Project Risk Management, Contemporary issues in Project Finance.

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

- Pandey, I. M., —Financial Management
- Fundamentals of Financial Management- James C. Van Horne
- Project Management: Achieving Competitive Advantage 5th Edition Jeffrey K. Pinto
- Accounting – Text and Cases, Twelfth Edition, by Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, Tata McGraw Hill (Special Indian Edition)
- Management Accounting: Text, Problems and Cases, by M.Y. Khan and P.K. Jain, Tata McGrawHill Education Private Limited, New Delhi
- Corporate Finance: theory and Practice, by Aswath Damodaran, Wiley Publication (India Edition)
- Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Prasanna Chandra, CFM-Tata McGraw Hill, India

BUE2031				Basics of Marketing Management			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: An introduction to the concepts and principles of marketing. The paper is designed to develop a basic understanding of consumers, market analysis, marketing planning, and marketing management.

CO2: Recognize trends based on current research related to consumer behavior.

CO3: Identify the differences between marketing at home and marketing in an international Environment.

CO4: Explain the techniques to conduct market analysis practices including market Segmentation and targeting.

CO5: Assess and apply the 4 P's (Product, Place, Promotion, and Price) in the B2B environment for products or services being marketed to organizations.

CO6: Decide on pricing, promotion, advertising, distribution, product and other relevant marketing factors that will allow for success in international markets and for stronger competitive positioning in the global marketplace.

COURSE CONTENTS

Unit I (7 Contact Hours)

Definition & Concepts of Marketing Management, Company orientations towards the marketplace, Marketing needs Re-calibration: recognizing Value delivery as Marketing's Central Task, Value Philosophy Marketing.

Unit II (6 Contact Hours)

Analyzing Marketing Environment, Global Marketing Environment, Marketing Environment of India and the Marketing Challenges, Conducting Marketing Research & forecasting Demand.

Unit III (7 Contact Hours)

Analyzing Industry and Competition, Analyzing Consumer Markets, Analyzing, Business markets, Consumer Behaviour and Buying Decision Process, Indian Consumer and the Consumer market of India.

Unit IV (6 Contact Hours)

Identify Market Segmentation, Targeting & Positioning, Product management, Price management, Promotion Management, Place Management, and Marketing of Services.

Unit V (6 Contact Hours)

Brand Management, Retail Management, Direct and online Marketing, Rural marketing, Future of Bottom of The Pyramid Market.

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

- Kotler Phillip, Armstrong Gary, Agnihotri P., Principals of marketing: A South Asian Perspective, Pearson.
- Saxena Rajan, Marketing Management, Tata McGraw Hill.
- Namakumari R., Marketing Management, McMillan, 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

BUE2021			Leadership Development for Engineers				Pre Requisites		Even 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: To make student understand leadership concept and its relevance for engineers.

CO2: Applying the fundamentals of business and management concepts relevant to industry globally, students will learn to develop strategies to gain competitive advantage through people management.

CO3: develop an understanding of how theory and research are applied to work settings, designing leadership strategies for promoting innovation.

COURSE CONTENTS

Unit I (6 Contact Hours)

Leadership and engineering Leadership in context, Leader- engineer roles, the concept and learning process of strategic leadership.

Unit II (7 Contact Hours)

Key business fundamentals relevant to engineering leadership, Understanding organizations: nature and functions, leadership theories, leadership styles and skills.

Unit III (6 Contact Hours)

Basics of management concepts, concept of strategy and competitive advantage, Leadership and creativity, developing teams and leadership.

Unit IV (6 Contact Hours)

People management by leaders, Understanding workplace psychology, understanding motivation.

Unit V (7 Contact Hours)

Leadership in global business world, leadership and change, leadership and information technology.

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 Organisations, Prentice Hall
- Gomez- Mejia, Balkin and Cardy , Managing human resources, Pearson

BUE2032			Digital Marketing				Pre Requisites		Even 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: Discuss the evolution of digital marketing and identify related ethical issues to communicate its impact on businesses.

CO2: Explain how to develop effective digital marketing strategies for various types of industries and businesses.

CO3: Describe the major digital marketing portals that can be used to promote a company, brand, product, service or person.

CO4: Put together a digital marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics.

COURSE CONTENTS

Unit I (7 Contact Hours)

Digital marketing- global landscape and Emerging area , A career in digital Marketing, Digital marketing Model Creation, The consumer for digital marketing, Digital Marketing Assessment Phase, Digital marketing Strategy Definition, Digital Marketing Communication and Chanel Mix, Digital Marketing Operation Setup, Digital Marketing Campaign Management, Digital marketing Execution Elements.

Unit II (6 Contact Hours)

Organic search (SEO), Online Marketing Mix, Customer Relationship Management in A Web 2.0 World, Online Branding, Traffic building, Web Business Models.

Unit III (7 Contact Hours)

Consumer Segmentation, Targeting, and Positioning using online Tools, Marketing Influence Analytics in a digital Ecosystem. Inbound marketing, Digital marketing mix, Managing Digital Marketing Revenue, Managing Service Delivery and Payment System.

Unit IV (6 Contact Hours)

Strategic Planning with Social Media, Digital Communities Social Communities, Social Publishing, Social Entertainment, Social Commerce.

Unit V (6 Contact Hours)

Facebook analytics, Twitter analytics, link den analytics, Instagram analytics, Pinterest analytics, Blog analytics the future of marketing -gamification and Apps.

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, ISBN 9789332587373
- Digital Marketing, Ahuja, V. Oxford, ISBN 0199455449
- The Art of Digital Marketing, Ian Dodson, Wiley India Pvt Limited, ISBN 9788126564408
- Social Media Marketing, 2nd edition, Tuten, Solomon, Sage, ISBN 9789351509240
- Social Media Marketing- The Next generation of Business Engagement, Dave Evnas, Wiley, ISBN 9788126531493
- The Art of Social Media, Guy Kawasaki, Penguin, ISBN 9780241199473.

BUE2011				Entrepreneurship Management			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: Exposed to distinct entrepreneurial abilities, traits and capacity in an entrepreneurship portfolio.
CO2: Exposed to the entrepreneurial environment prevailing in the world in general and India in particular.
CO3: Exposed to the process to select and screen business ideas and transcribe viable business plans.
CO4: Exposed to the importance of innovation in the creation of sustainable competitive advantage.

COURSE CONTENTS

Unit I (6 Contact Hours)

Meaning, definition and concept of enterprise, entrepreneurship and entrepreneurship Management; Evolution & theories of entrepreneurship; entrepreneurship development; resources and capabilities; socio-political & economic environment of entrepreneurship development; entrepreneurial strategies; entrepreneur v/s Intrapreneur. Entrepreneur Vs. entrepreneurship, entrepreneur vs. manager. Role of Entrepreneurship in Economic Development and factors affecting entrepreneurship.

Unit II (6 Contact Hours)

Developing entrepreneurial competencies, entrepreneurial culture & entrepreneurial mobility; Entrepreneurial achievement motivation. Communications barriers and role of Government in promoting entrepreneurship. Financial support system, sources of financial support, MSME policies in India, agencies for policy formulation and implementation including SIDBI, Commercial Banks, SFCs. Forms of financial support, long-term and short-term financial support, development finance institutions, investment institutions. New Schemes for entrepreneurship development including Start-up India, Stand-up India, MUDRA Bank.

Unit III (6 Contact Hours)

E-entrepreneurship; business models and strategies; venture capital financing, angel investors. Securing investors and structuring deals; creating the organization; corporate ventures and franchising; etc., Entrepreneurship and small business units, ancillary units, etc. Role and strategies of Government for the promotion of MSMEs. Contribution of training development programmes. Role of MSME sector in economic development of India Industrial policy of the states and country.

Unit IV (7 Contact Hours)

Forms of business ownership, problems and opportunities. Steps involved in setting up a Business – identifying, selecting a good business opportunity, market survey and research. Techno-economic feasibility assessment; planning business process. Business plan formulation.

Unit V (7 Contact Hours)

Project management - concept, features, classification of projects, Issues in project management, project identification and design and network analysis, project evaluation, planning & appraisal. Preparation of preliminary project reports, specimen of a project report. Emerging issues in the field of entrepreneurship 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.
	Each student will work individually or in groups (as per instruction of concerned faculty members) over the Semester towards applying the concepts being taught in the program to their business plans. The case studies and role plays over the semester would help the students to prepare a professional and readily implementable business plan. The last 4-5 sessions would be devoted towards presenting and discussing their business plans to improve upon and add the finishing touches to their plans

Reference Books

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson, 2007
- Singh B.N.P., 'Industrial Development under Structural adjustment Programme', D.D. Publication,2005
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi, 2000.
- Drucker, P.F., 'Innovation and Entrepreneurship, Heinemann', London, 1985.
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi, 1994.
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans', Excel Books, 2009.
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University Press, Boston, 1980.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi, 2003.
- Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi, 2006.
- Renu Arora and Dr. Sood S.K., 'Entrepreneurial Development', Kalyani Publishers, New Delhi, 2004.
- Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, 'Entrepreneurship', Tata McGraw Hill Education Private Limited, New Delhi, 2007.
- Schumpeter, J., The Theory of Economic Development, Harvard University Press, Harvard, 1954.
- Economic and Political Weekly, New Delhi, Various Issues.

Course Coding

BUL6044	Financial Management	3 Credits (3-0-0)
BUL6045	Financial Accounting & Decision Making	3 Credits (3-0-0)
BUL6046	Managerial Accounting & Decision Making	3 Credits (3-0-0)
BUE7043	Advanced Corporate Finance	3 Credits (3-0-0)
BUE7044	International Financial Management	3 Credits (3-0-0)
BUE7045	Financial Derivatives & Risk Management	3 Credits (3-0-0)
BUE7046	Corporate Finance	3 Credits (3-0-0)
BUE7047	Financial Statement Analysis	3 Credits (3-0-0)
BUE7048	Portfolio Management	3 Credits (3-0-0)
BUE7049	Business Valuation, Mergers and Acquisitions	3 Credits (3-0-0)
BUL6034	Marketing Management	3 Credits (3-0-0)
BUL6035	Marketing Decision Making	3 Credits (3-0-0)
BUL6036	Digital & Social Media Marketing	3 Credits (3-0-0)
BUE7033	Retail & Visual Merchandising	3 Credits (3-0-0)
BUE7034	Rural Marketing	3 Credits (3-0-0)
BUE7035	Global Marketing	3 Credits (3-0-0)
BUE7036	Consumer Behavior	3 Credits (3-0-0)
BUE7037	Marketing Strategy	3 Credits (3-0-0)
BUE7038	Marketing of Services	3 Credits (3-0-0)
BUE7039	Advertising & Brand Management	3 Credits (3-0-0)
BUL6023	Management of Organizations	3 Credits (3-0-0)
BUL6024	Leadership Development	3 Credits (3-0-0)
BUL7021	Managing Teams	3 Credits (3-0-0)
BUE7023	Strategic Human Resource Management	3 Credits (3-0-0)
BUE7024	Training and Development	3 Credits (3-0-0)
BUE7025	Change Management	3 Credits (3-0-0)
BUE7026	Business Turnaround and Organizational Transformation	3 Credits (3-0-0)
BUE7027	Understanding Workplaces and Industrial Psychology	3 Credits (3-0-0)
BUE7028	Power and Politics in Organizations	3 Credits (3-0-0)
BUE7029	Performance & Talent Management	3 Credits (3-0-0)
BUE7071	Business Analytics using Data Mining	3 Credits (3-0-0)
BUE7072	Data Analytics in Finance	3 Credits (3-0-0)
BUE7073	Business Intelligence for Competitiveness	3 Credits (3-0-0)
BUE7074	Digital Innovation Strategies	3 Credits (3-0-0)
BUE7075	Marketing Analytics	3 Credits (3-0-0)
BUE7076	Computational Analytics	3 Credits (3-0-0)
BUE7077	Social and Web Analytics	3 Credits (3-0-0)
BUL6091	Statistical Methods for Management Decisions	3 Credits (3-0-0)
BUL6092	Decision Models & Optimization	3 Credits (3-0-0)
BUP6093	Research Methodology Applications with SPSS	2 Credits (0-0-4)
BUP7091	Use & Applications of 'R' Software in Management	2 Credits (0-0-4)
BUL6051	Supply Chain Management	3 Credits (3-0-0)
BUL6061	Managerial Economics	3 Credits (3-0-0)
BUL6011	Business Communication	3 Credits (3-0-0)
BUL7011	Strategic Management	3 Credits (3-0-0)
BUL7012	Project Appraisal & Planning	3 Credits (3-0-0)
BUL7013	Strategies for Digital Economy	3 Credits (3-0-0)
BUL7014	Entrepreneurship	3 Credits (3-0-0)
BUL7015	Business Laws	3 Credits (3-0-0)
BUT7011	Summer Training	3 Credits
BUD7011	Dissertation	6 credits
BUC6011	Viva Voce	1 Credit
BUC6012	Viva Voce	1 Credit

~~Old code~~ New code

BUL6062 → BUL6061 → Agri. Eco.

BUL6017 → BUL6011 → Bus. Comm.

BUL-7016 → BUL7014 → Entrepreneurship

BUL-7017 → BUL7015 → Bus. Laws

BUP7012 → BUP7091 → Use & App. of R in Mgmt

BUE7021 → BUE7023 → Strategic HR Mgmt.

BUE 7071	International Financial Management	3 Credits (3-0-0)
BUE 7072	International Marketing	3 Credits (3-0-0)
BUE 7073	International HRM	3 Credits (3-0-0)

Semester IV

BUE 7074	Export-Import Procedures, Documentation	3 Credits (3-0-0)
BUE 7075	Foreign Exchange Management	3 Credits (3-0-0)

SHRI MATA VAISHNO DEVI UNIVERSITY, KATRA

Faculty of Humanities & Social Sciences

School of Languages & Literature

SMVDU/SOLL/20/4624 Date: 02-September 2019

Dear Head,

School of Business

As per the meeting held with the undersigned on 1st Sept. 2020 at 10 AM in the Office Chamber of Dean FoHSS & FOM, the matters related to the BA English Honours syllabus were discussed.

In this regard the following suggestion were made for the following two courses offered by the School of Business under Skill Enhancement Elective Courses:

S.No	Title of Course	L-T-P	Course code
1	Office Management and correspondence	3-0-0	BUL3012
2	Leadership & Personality Development	3-0-0	BUL3261

1. In the course titled "Office Management and correspondence" which falls under Skill Enhancement Elective Course, it is suggested that Unit 4 is to be revised.
2. In the course titled "Leadership & Personality Development", it is suggested that it should be rather general, and the contents directly related to Observational Behavior are to be minimized.
3. The Dean also pointed out that the said two courses are not channeled through the BoS of SoB.

Therefore, it is requested that the courses should be put forth before the BoS, Sob while incorporating the suggestions made by the Dean FoHSS & FoM.

Enclosed find the copies of two courses along with this Note.

02 Sept 2020

Dr. Amitabh V. Dwivedi

Head I/c, SoLL

CC: Dean, FoHSS & FoM

O/f

05/05/2019.

Code:			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

Code:			Leadership & Personality 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 Outcome:

After Successful Completion of this Course the students will able to:

1. identify the impact of changing from employee to leader
2. understand the impact of personality characteristics on leadership behavior;
3. understand and apply leaders' role in implementing and managing team performance effectively.

Unit I: Leadership: Definition, Importance, Leadership vs. Management, Essential Qualities of an effective leader, Contemporary Leaders

Unit II: Theories of Leadership: Trait Theory, Behavioral Theories, Contingency theory

Unit III: Types of leaders, leadership styles: Traditional, Transactional, Transformational, Inspirational and Servant Leadership and emerging issues in leadership.

Unit IV: Emotional Intelligence and Leadership, Trust as a factor, Gender and Leadership.

Unit V: Personality: Concept & Definition, Determinants of Personality, Personality Traits, Locus of Control, Self-Efficacy, self-esteem, Procrastination, Machiavellianism.

Suggested Readings:

- 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
- Robbins, Judge, Sanghi, Organsiational Behaviour, Pearson
- Greenberg et al. ;Managing Organsitional Behaviour , Phi
- Fred Luthans, Organisational Behaviour, TMH

BUE2021			Leadership Development for Engineers				Pre Requisites		Even 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: To make student understand leadership concept and its relevance for engineers.
CO2: Applying the fundamentals of business and management concepts relevant to industry globally, students will learn to develop strategies to gain competitive advantage through people management.
CO3: develop an understanding of how theory and research are applied to work settings, designing leadership strategies for promoting innovation.

COURSE CONTENTS

Unit I (6 Contact Hours)
Leadership and engineering Leadership in context, Leader- engineer roles, the concept and learning process of strategic leadership.

Unit II (7 Contact Hours)
Key business fundamentals relevant to engineering leadership, Understanding organizations: nature and functions, leadership theories, leadership styles and skills.

Unit III (6 Contact Hours)
Basics of management concepts, concept of strategy and competitive advantage, Leadership and creativity, developing teams and leadership.

Unit IV (6 Contact Hours)
People management by leaders, Understanding workplace psychology, understanding motivation.

Unit V (7 Contact Hours)
Leadership in global business world, leadership and change, leadership and information technology.

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 Organisations, Prentice Hall
- Gomez- Mejia, Balkin and Cardy , Managing human resources, Pearson

BUE2032			Digital Marketing				Pre Requisites		Even 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: Discuss the evolution of digital marketing and identify related ethical issues to communicate its impact on businesses.

CO2: Explain how to develop effective digital marketing strategies for various types of industries and businesses.

CO3: Describe the major digital marketing portals that can be used to promote a company, brand, product, service or person.

CO4: Put together a digital marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics.

COURSE CONTENTS

Unit I (7 Contact Hours)

Digital marketing- global landscape and Emerging area , A career in digital Marketing, Digital marketing Model Creation, The consumer for digital marketing, Digital Marketing Assessment Phase, Digital marketing Strategy Definition, Digital Marketing Communication and Chanel Mix, Digital Marketing Operation Setup, Digital Marketing Campaign Management, Digital marketing Execution Elements.

Unit II (6 Contact Hours)

Organic search (SEO), Online Marketing Mix, Customer Relationship Management in A Web 2.0 World, Online Branding, Traffic building, Web Business Models.

Unit III (7 Contact Hours)

Consumer Segmentation, Targeting, and Positioning using online Tools, Marketing Influence Analytics in a digital Ecosystem. Inbound marketing, Digital marketing mix, Managing Digital Marketing Revenue, Managing Service Delivery and Payment System.

Unit IV (6 Contact Hours)

Strategic Planning with Social Media, Digital Communities Social Communities, Social Publishing, Social Entertainment, Social Commerce.

Unit V (6 Contact Hours)

Facebook analytics, Twitter analytics, link den analytics, Instagram analytics, Pinterest analytics, Blog analytics the future of marketing -gamification and Apps.

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, ISBN 9789332587373
- Digital Marketing, Ahuja, V. Oxford, ISBN 0199455449
- The Art of Digital Marketing, Ian Dodson, Wiley India Pvt Limited, ISBN 9788126564408
- Social Media Marketing, 2nd edition, Tuten, Solomon, Sage, ISBN 9789351509240
- Social Media Marketing- The Next generation of Business Engagement, Dave Evnas, Wiley, ISBN 9788126531493
- The Art of Social Media, Guy Kawasaki, Penguin, ISBN 9780241199473.

BUE2011			Entrepreneurship Management				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: Exposed to distinct entrepreneurial abilities, traits and capacity in an entrepreneurship portfolio.
CO2: Exposed to the entrepreneurial environment prevailing in the world in general and India in particular.
CO3: Exposed to the process to select and screen business ideas and transcribe viable business plans.
CO4: Exposed to the importance of innovation in the creation of sustainable competitive advantage.

COURSE CONTENTS

Unit I (6 Contact Hours)

Meaning, definition and concept of enterprise, entrepreneurship and entrepreneurship Management; Evolution & theories of entrepreneurship; entrepreneurship development; resources and capabilities; socio-political & economic environment of entrepreneurship development; entrepreneurial strategies; entrepreneur v/s Intrapreneur. Entrepreneur Vs. entrepreneurship, entrepreneur vs. manager. Role of Entrepreneurship in Economic Development and factors affecting entrepreneurship.

Unit II (6 Contact Hours)

Developing entrepreneurial competencies, entrepreneurial culture & entrepreneurial mobility; Entrepreneurial achievement motivation. Communications barriers and role of Government in promoting entrepreneurship. Financial support system, sources of financial support, MSME policies in India, agencies for policy formulation and implementation including SIDBI, Commercial Banks, SFCs. Forms of financial support, long-term and short-term financial support, development finance institutions, investment institutions. New Schemes for entrepreneurship development including Start-up India, Stand-up India, MUDRA Bank.

Unit III (6 Contact Hours)

E-entrepreneurship; business models and strategies; venture capital financing, angel investors. Securing investors and structuring deals; creating the organization; corporate ventures and franchising; etc., Entrepreneurship and small business units, ancillary units, etc. Role and strategies of Government for the promotion of MSMEs. Contribution of training development programmes. Role of MSME sector in economic development of India Industrial policy of the states and country.

Unit IV (7 Contact Hours)

Forms of business ownership, problems and opportunities. Steps involved in setting up a Business – identifying, selecting a good business opportunity, market survey and research. Techno-economic feasibility assessment; planning business process. Business plan formulation.

Unit V (7 Contact Hours)

Project management - concept, features, classification of projects, Issues in project management, project identification and design and network analysis, project evaluation, planning & appraisal. Preparation of preliminary project reports, specimen of a project report. Emerging issues in the field of entrepreneurship 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.
	Each student will work individually or in groups (as per instruction of concerned faculty members) over the Semester towards applying the concepts being taught in the program to their business plans. The case studies and role plays over the semester would help the students to prepare a professional and readily implementable business plan. The last 4-5 sessions would be devoted towards presenting and discussing their business plans to improve upon and add the finishing touches to their plans

Reference Books

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson, 2007
- Singh B.N.P., 'Industrial Development under Structural adjustment Programme', D.D. Publication,2005
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi, 2000.
- Drucker, P.F., 'Innovation and Entrepreneurship, Heinemann', London, 1985.
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi, 1994.
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans', Excel Books, 2009.
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University Press, Boston, 1980.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi, 2003.
- Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi, 2006.

- Renu Arora and Dr. Sood S.K., 'Entrepreneurial Development', Kalyani Publishers, New Delhi, 2004.
- Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, 'Entrepreneurship', Tata McGraw Hill Education Private Limited, New Delhi, 2007.
- Schumpeter, J., The Theory of Economic Development, Harvard University Press, Harvard, 1954.
- Economic and Political Weekly, New Delhi, Various Issues.

Course Coding

BUL6044	Financial Management	3 Credits (3-0-0)
BUL6045	Financial Accounting & Decision Making	3 Credits (3-0-0)
BUL6046	Managerial Accounting & Decision Making	3 Credits (3-0-0)
BUE7043	Advanced Corporate Finance	3 Credits (3-0-0)
BUE7044	International Financial Management	3 Credits (3-0-0)
BUE7045	Financial Derivatives & Risk Management	3 Credits (3-0-0)
BUE7046	Corporate Finance	3 Credits (3-0-0)
BUE7047	Financial Statement Analysis	3 Credits (3-0-0)
BUE7048	Portfolio Management	3 Credits (3-0-0)
BUE7049	Business Valuation, Mergers and Acquisitions	3 Credits (3-0-0)
BUL6034	Marketing Management	3 Credits (3-0-0)
BUL6035	Marketing Decision Making	3 Credits (3-0-0)
BUL6036	Digital & Social Media Marketing	3 Credits (3-0-0)
BUE7033	Retail & Visual Merchandising	3 Credits (3-0-0)
BUE7034	Rural Marketing	3 Credits (3-0-0)
BUE7035	Global Marketing	3 Credits (3-0-0)
BUE7036	Consumer Behavior	3 Credits (3-0-0)
BUE7037	Marketing Strategy	3 Credits (3-0-0)
BUE7038	Marketing of Services	3 Credits (3-0-0)
BUE7039	Advertising & Brand Management	3 Credits (3-0-0)
BUL6023	Management of Organizations	3 Credits (3-0-0)
BUL6024	Leadership Development	3 Credits (3-0-0)
BUL7021	Managing Teams	3 Credits (3-0-0)
BUE7023	Strategic Human Resource Management	3 Credits (3-0-0)
BUE7024	Training and Development	3 Credits (3-0-0)
BUE7025	Change Management	3 Credits (3-0-0)
BUE7026	Business Turnaround and Organizational Transformation	3 Credits (3-0-0)
BUE7027	Understanding Workplaces and Industrial Psychology	3 Credits (3-0-0)
BUE7028	Power and Politics in Organizations	3 Credits (3-0-0)
BUE7029	Performance & Talent Management	3 Credits (3-0-0)
BUE7071	Business Analytics using Data Mining	3 Credits (3-0-0)
BUE7072	Data Analytics in Finance	3 Credits (3-0-0)
BUE7073	Business Intelligence for Competitiveness	3 Credits (3-0-0)
BUE7074	Digital Innovation Strategies	3 Credits (3-0-0)
BUE7075	Marketing Analytics	3 Credits (3-0-0)
BUE7076	Computational Analytics	3 Credits (3-0-0)
BUE7077	Social and Web Analytics	3 Credits (3-0-0)
BUL6091	Statistical Methods for Management Decisions	3 Credits (3-0-0)
BUL6092	Decision Models & Optimization	3 Credits (3-0-0)
BUP6093	Research Methodology Applications with SPSS	2 Credits (0-0-4)
BUP7091	Use & Applications of 'R' Software in Management	2 Credits (0-0-4)
BUL6051	Supply Chain Management	3 Credits (3-0-0)
BUL6061	Managerial Economics	3 Credits (3-0-0)
BUL6011	Business Communication	3 Credits (3-0-0)
BUL7011	Strategic Management	3 Credits (3-0-0)
BUL7012	Project Appraisal & Planning	3 Credits (3-0-0)
BUL7013	Strategies for Digital Economy	3 Credits (3-0-0)
BUL7014	Entrepreneurship	3 Credits (3-0-0)
BUL7015	Business Laws	3 Credits (3-0-0)
BUT7011	Summer Training	3 Credits
BUD7011	Dissertation	6 credits