



SHRI MATA VAISHNO DEVI UNIVERSITY

School of Business

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

No: SMVDU/SoB/25/91

Date: 24.02.2025

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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



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However, considering the relevance of the nature of course 'Corporate Governance', a new course was introduced in semester 1 as 'Contemporary Environment for Managers' in place of 'Economic Environment for Managers' having the contents of both economic environment and corporate governance.

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

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

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

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

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

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

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

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

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



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The compulsory course title 'Organization Theory and Design' offered as Major or Discipline Specific Core (DSC21) under 'Honors with Research' suggested for removal to align it with Four Year Under Graduate Program in Business Administration course structure. The students will now choose an elective course of 4 credits from the list of courses offered under chosen specialization.

The Board of Studies agreed and ratified the changes in course structure for Five Year Integrated BBA-MBA batch 2023.

Detailed Program Structure and Contents as recommended by Board of Studies of SoB are attached herewith as Annexure 3.

Agenda 4: Ratification of Course structure and Course Contents of Four Year under Graduate Program (FYUG) in Business Administration batch 2024 as per NEP 2020

The course structure along with course contents were presented for ratification. The courses of 'Management Practices', 'Sustainable Business Essentials' were proposed to be introduced within the course structure in place of 'Business Mathematics', 'Fundamentals of Business Economics' offered in semester 1 of Four Year Under Graduate program in Business Administration program. The nature of the both the courses to be introduced will be 'Multi-disciplinary (MD) (Open Elective) (MD1)'.
2

The course titled 'Fundamentals of Marketing' was proposed to be offered as Minor or Discipline Specific Elective (DSE1) instead of 'Multi-disciplinary (MD) (Open Elective) (MD1)' under semester 1 of Four Year under Graduate Program in Business Administration.

It is proposed to change the title of the course 'Integrated Logistics Marketing' to 'Introduction to Logistics Management' and to include it as an additional course to be offered as 'Minor or Discipline Specific Elective (DSE3)' in semester 3 itself.

Similarly, the courses 'Applied Business Statistics' and 'Business Mathematics' were merged together under title 'Applied Mathematics and Statistics' and proposed to be offered in semester 3 of Four Year under Graduate program in Business Administration.

A course titled 'Macro-Economic Environment of Business' was proposed to be introduced as 'Multi-disciplinary (MD) (Open Elective) (MD3)' under semester 3 of Four Year under Graduate program in Business Administration.

The course titled 'Essentials of Business Economics' is proposed for inclusion in place of 'Sustainable Business Practices' as 'Major or Discipline Specific Core (DSC8)'.



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


Any other Item

• **Discussion on Feedback received from Alumni**

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

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

The meeting ends with vote of thanks to the chair.


24/2/2025

Dr. Deepak Jain,
Member Secretary, BoS, SoB



Prof. Jyoti Sharma
Head, SoB & Chairperson, BoS

Copy to:

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

Executive MBA Program (2025 onwards)
86 Credits

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

Exit Options

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

COURSE STRUCTURE
Executive MBA Program

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


 (Dr. Deepak Singh)

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

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

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

Fees Structure

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

Admission Process


Eligibility: Graduate in any stream with minimum of 50%

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

Admission will be based on

Merit of Graduation Marks (Weightage of 85%)

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



(Dr Dabhi Ta)

MBA Program (2025 and onwards)

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

**COURSE STRUCTURE
MBA Program**

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


(Dr. D. S. Kulkarni)

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

2
(Dr. Dabir Lu)

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


 (Dr. Deepak K.)

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

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

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

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

D.
(Dr. Deepak T.)

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

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

Duration 4 Years
Total Credits 160

Bachelor of Business Administration (Honors)

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


Bachelor of Business Administration (Honors with Research)

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

Dissertation (D)

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

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


(Dr. Deepak Mehta)

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

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

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

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

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

List – 1

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

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

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

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

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

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

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

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

List – 2

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

Dr. Deepika P.

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

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-V			
Major or Discipline Specific Core (DSC9)	International Business Management	4 Credits (3-1-0)	BULMD301
Major or Discipline Specific Core (DSC10)	Essentials of Business Analytics	4 Credits (3-0-2)	BUMMD301
Major or Discipline Specific Core (DSC11)	Banking and Insurance Management	4 Credits (3-1-0)	BULMD303
Minor or Discipline Specific Elective (DSE5)/ Courses from Allied Schools	To be Chosen from List	4 Credits	
Skill Enhancement Courses (Any 1) (SEC4)	Digital Literacy Design Thinking Creative Thinking	2 Credits (2-0-0) 2 Credits (2-0-0) 2 Credits (2-0-0)	BULSE301 BULSE303 BULSE305
Internship (IAPC1)	Duration 4-6 Weeks	2 Credits	BUIPR301

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VI			
Major or Discipline Specific Core (DSC12)	Resilience Building	4 Credits (3-1-0)	BULMD302
Major or Discipline Specific Core (DSC13)	Business Ethics and Values	4 Credits (3-1-0)	BULMD304
Major or Discipline Specific Core (DSC14)	Advanced Financial Management	4 Credits (3-1-0)	BULMD306
Major or Discipline Specific Core (DSC15)	Management Information System	4 Credits (3-1-0)	BULMD308
Minor or Discipline Specific Elective (DSE6)/ Courses from Allied Schools	To be Chosen from List	4 Credits	

Discipline Special Elective (DSE)

Marketing			HR			Finance		
Semester V	Credit (L-T-P)	Course Code	Semester V	Credit (L-T-P)	Course Code	Semester V	Credit (L-T-P)	Course Code
Industrial Marketing	4 Credits (3-1-0)	BULMI301	Compensation and Benefits	4 Credits (3-1-0)	BULMI307	Emerging Frontiers in Finance	4 Credits (3-1-0)	BULMI313
Tourism Marketing	4 Credits (3-1-0)	BULMI303	Sustainable HRM	4 Credits (3-1-0)	BULMI309	Financial Institutions and Markets	4 Credits (3-1-0)	BULMI315
Advertising and Public Relations	4 Credits (3-1-0)	BULMI305	Knowledge Management	4 Credits (3-1-0)	BULMI311	Investment Management	4 Credits (3-1-0)	BULMI317
Semester VI	Credit (L-T-P)	Course Code	Semester VI	Credit (L-T-P)	Course Code	Semester VI	Credit (L-T-P)	Course Code
Principles of Retail Management	4 Credits (3-1-0)	BULMI302	Training and Development	4 Credits (3-0-2)	BUMMI302	Financial Derivatives	4 Credits (3-1-0)	BULMI312
International Marketing	4 Credits (3-1-0)	BULMI304	Emerging Issues in HR	4 Credits (3-1-0)	BULMI308	Financial Statement Analysis	4 Credits (3-1-0)	BULMI314
Digital Marketing	4 Credits (3-1-0)	BULMI306	Employee Engagement	4 Credits (3-1-0)	BULMI310	Fundamentals of International Finance	4 Credits (3-1-0)	BULMI316


Dr. Deepak W.

Bachelor of Business Administration (Honors) / Bachelor of Business Administration (Honors with Research) (after 4 Years: 160 Credits)
4th Year

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VII			
Major or Discipline Specific Core (DSC16)	<u>Research Methodology</u>	4 Credits (3-0-2)	BUMMD401
Major or Discipline Specific Core (DSC17)	Decision Science for Managers	4 Credits (3-1-0)	BULMD401
Major or Discipline Specific Core (DSC18)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD403
Major or Discipline Specific Core (DSC19)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BULMD403
Minor or Discipline Specific Elective (DSE7) / Courses from Allied Schools	To be Chosen from List	4 Credits	

Honors Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code	Honors with Research Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII				Semester-VIII			
Major or Discipline Specific Core (DSC20)	Economics for Managers	4 Credits (3-1-0)	BULMD402	Major or Discipline Specific Core (DSC20)	Economics for Managers Dr. Supam	4 Credits (3-1-0)	BULMD402
Major or Discipline Specific Core (DSC21)	Emerging Technologies in Business	4 Credits (3-1-0)	BULMD404	Major or Discipline Specific Core (DSE8)	To be Chosen from List	4 Credits	
Major or Discipline Specific Core (DSC22)	Management Accounting	4 Credits (3-1-0)	BULMD406	Research Project / Dissertation	Duration Full Semester	12 Credits	BUDPR402
Major or Discipline Specific Core (DSC23)	Organization Theory and Design	4 Credits (3-1-0)			BULMD408		
Minor or Discipline Specific Elective (DSE8) / Courses from Allied Schools	To be Chosen from List	4 Credits					

Discipline Special Elective (DSE)

Marketing			HR			Finance		
Semester VII	Credit (L-T-P)	Course Code	Semester VII	Credit (L-T-P)	Course Code	Semester VII	Credit (L-T-P)	Course Code
Digital Innovations in Marketing	4 Credits (3-1-0)	BULMI401	Counseling Skills for Managers	4 Credits (3-1-0)	BULMI407	Fintech & Cryptocurrency	4 Credits (3-0-2)	BUMMI401
Customer Relationship Management	4 Credits (3-1-0)	BULMI403	Diversity Equity and Inclusions	4 Credits (3-1-0)	BULMI409	Project Finance	4 Credits (3-1-0)	BULMI413
Event Planning and Management	4 Credits (3-1-0)	BULMI405	AI Applications in People Management	4 Credits (3-1-0)	BULMI411	Sustainable Finance	4 Credits (3-1-0)	BULMI415
Semester VIII	Credit (L-T-P)	Course Code	Semester VIII	Credit (L-T-P)	Course Code	Semester VIII	Credit (L-T-P)	Course Code
Destination Planning and Development	4 Credits (3-1-0)	BULMI402	Digital HR	4 Credits (3-1-0)	BULMI408	Financial Markets Regulations	4 Credits (3-1-0)	BULMI412
Media Planning and Scheduling	4 Credits (3-1-0)	BULMI404	Ethical HRM	4 Credits (3-1-0)	BULMI410	Fundamental of Capital Markets	4 Credits (3-1-0)	BULMI414
Basics of Services Marketing	4 Credits (3-1-0)	BULMI406	Positive Psychology for Managers	4 Credits (3-0-2)	BUMMI402	Financial Security Analysis	4 Credits (3-1-0)	BULMI416

Note: Minimum Criteria for Getting Honors with Research is 7.5 CGPA. If students do not secure 7.5 CGPA then they will undertake 3 courses of 4 credits in additional to 2 mentioned in the list.


(Mr. Deepak Sir)

**Five Year Integrated MBA (BBA (Honors) -MBA) with Multiple Exit Option as per New Education Policy 2020
(2023-28 Batch)**

First 2 years (four semesters) of the undergraduate programme, followed by an exit 4-credit Vocational Course(s) / Job-Specific Internship that would help the graduates acquire job-ready competencies required to enter the workforce, applicable from 2023-28 Batch.

Duration 4 Years
Total Credits 160

Bachelor of Business Administration (Honors)

- 23 Discipline Specific Core (DSC) Courses of 4 credits each = 92 credits
- 8 Discipline Specific Elective (DSE) Courses of 4 credits each = 32 credits
- 3 Multi-disciplinary (MD) Courses of 3 credits each = 9 credits
- 3 Ability Enhancement Courses (AEC) of 3 credits each = 9 credits
- 4 Skill Enhancement Courses (SEC) of 2 credits each = 8 credits
- 4 Value Added Courses (VAC) of 2 credits each = 8 credits
- 1 Summer Internship = 2 credits

Bachelor of Business Administration (Honors with Research)

- 20 Discipline Specific Core (DSC) Courses of 4 credits each = 80 credits
- 8 Discipline Specific Elective (DSE) Courses of 4 credits each = 32 credits
- 3 Multi-disciplinary (MD) Courses of 3 credits each = 9 credits
- 3 Ability Enhancement Courses (AEC) of 3 credits each = 9 credits
- 4 Skill Enhancement Courses (SEC) of 2 credits each = 8 credits
- 4 Value Added Courses (VAC) of 2 credits each = 8 credits
- 1 Summer Internship = 2 credits
- 1 Research Project / Dissertation = 12 credits

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

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(Dr. Deepak P.)

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

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Codes
Semester-I			
Major or Discipline Specific Core (DSC1)	Fundamentals of Management	4 Credits (4-0-0)	BULMD101
Minor or Discipline Specific Elective (DSE1)	Business Mathematics and Statistics	4 Credits (4-0-0)	BULMI101
Multi-disciplinary (MD) (Open Elective) (MD1)	Fundamentals of Marketing	3 Credits (3-0-0)	BULMU101
Ability Enhancement Courses (AEC) (Any 1) (AEC1)	Courses Offered from Other Schools	3 Credits (3-0-0)	Code from Other Respective Schools
Skill Enhancement Courses (Any 1) (SEC1)	Presentation Skills Modern Office Management	2 Credits (0-0-4)	BUP1381 BUP1383
Value Added Courses (Any 2) (VAC1) & (VAC2)	Courses Offered from Other Schools	2 Credits (2-0-0)	Code from Other Respective Schools

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Codes
Semester-II			
Major or Discipline Specific Core (DSC2)	Introduction to Organizational Behavior	4 Credits (4-0-0)	BULMD102
Minor or Discipline Specific Elective (DSE2)	Basics of Business Environment	4 Credits (4-0-0)	BULMI102
Multi-disciplinary (MD) (Open Elective) (MD2)	Fundamentals of Business Economics	3 Credits (3-0-0)	BULMU102
Ability Enhancement Courses (AEC) (Any 1) (AEC2)	Courses Offered from Other Schools	3 Credits (3-0-0)	Code from Other Respective Schools
Skill Enhancement Courses (Any 1) (SEC2)	Personality Building Financial Literacy and Banking	2 Credits (0-0-4)	BUP1382 BUP1384
Value Added Courses (Any 2) (VAC3) & (VAC4)	Courses Offered from Other Schools	2 Credits (2-0-0)	Code from Other Respective Schools

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

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

List-1

Nature of Course	Name of Course	Credit (L-T-P)
Vocational Course	Computerized Accounting – Tally	4 Credits (4-0-0)
Vocational Course	Financial Modeling with Excel	4 Credits (4-0-0)

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

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-III			
Major or Discipline Specific Core (DSC3)	Financial Accounting for Decision Making	4 Credits (3-1-0)	BULMD201
Major or Discipline Specific Core (DSC4)	Basics of Business Research	4 Credits (3-1-0)	BULMD203
Minor or Discipline Specific Elective (DSE3)	To be Chosen from List	4 Credits	
Multi-disciplinary (MD1) (Open Elective) (MD3)	Essentials of Operations Research	3 Credits (3-0-0)	BULMU201
Ability Enhancement Courses (AEC) (Any 1) (AEC3)	Courses Offered from Other Schools	3 Credits (3-0-0)	Code from Other Respective Schools
Skill Enhancement Courses (Any 1) (SEC3)	Principles of Sales Management	2 Credits (2-0-0)	BULSE201
	Trading in Indian Stock Market	2 Credits (2-0-0)	BULSE203
	Public Speaking	2 Credits (1-1-0)	BULSE205

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

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-IV			
Major or Discipline Specific Core (DSC5)	Production and Operations Management	4 Credits (3-1-0)	BULMD202
Major or Discipline Specific Core (DSC6)	Introduction to Financial Management	4 Credits (3-1-0)	BULMD204
Major or Discipline Specific Core (DSC7)	Entrepreneurship Management	4 Credits (3-0-2)	BUMMD202
Major or Discipline Specific Core (DSC8)	Advances in Economic Environment of Business	4 Credits (3-1-0)	BULMD206
Minor or Discipline Specific Elective (DSE4)	To be Chosen from List	4 Credits	

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

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

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

List – 2

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

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

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-V			
Major or Discipline Specific Core (DSC9)	International Business Management	4 Credits (3-1-0)	BULMD301
Major or Discipline Specific Core (DSC10)	Essentials of Business Analytics	4 Credits (3-0-2)	BUMMD301
Major or Discipline Specific Core (DSC11)	Banking and Insurance Management	4 Credits (3-1-0)	BULMD303
Minor or Discipline Specific Elective (DSE5)	To be Chosen from List	4 Credits	
Skill Enhancement Courses (Any 1) (SEC4)	Digital Literacy	2 Credits (2-0-0)	BULSE301
	Design Thinking	2 Credits (2-0-0)	BULSE303
	Creative Thinking	2 Credits (2-0-0)	BULSE305
Internship (IAPC1)	Duration 4-6 Weeks	2 Credits	BUIPR301

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VI			
Major or Discipline Specific Core (DSC12)	Resilience Building	4 Credits (3-1-0)	BULMD302
Major or Discipline Specific Core (DSC13)	Business Ethics and Values	4 Credits (3-1-0)	BULMD304
Major or Discipline Specific Core (DSC14)	Advanced Financial Management	4 Credits (3-1-0)	BULMD306
Major or Discipline Specific Core (DSC15)	Management Information System	4 Credits (3-1-0)	BULMD308
Minor or Discipline Specific Elective (DSE6)	To be Chosen from List	4 Credits	

Discipline Special Elective (DSE)

Marketing			HR			Finance		
Semester V	Credit (L-T-P)	Course Code	Semester V	Credit (L-T-P)	Course Code	Semester V	Credit (L-T-P)	Course Code
Industrial Marketing	4 Credits (3-1-0)	BULMI301	Compensation and Benefits	4 Credits (3-1-0)	BULMI307	Emerging Frontiers of Finance	4 Credits (3-1-0)	BULMI313
Tourism Marketing	4 Credits (3-1-0)	BULMI303	Sustainable HRM	4 Credits (3-1-0)	BULMI309	Financial Institutions and Markets	4 Credits (3-1-0)	BULMI315
Advertising and Public Relations	4 Credits (3-1-0)	BULMI305	Knowledge Management	4 Credits (3-1-0)	BULMI311	Investment Management	4 Credits (3-1-0)	BULMI317
Semester VI	Credit (L-T-P)	Course Code	Semester VI	Credit (L-T-P)	Course Code	Semester VI	Credit (L-T-P)	Course Code
Principles of Retail Management	4 Credits (3-1-0)	BULMI302	Training and Development	4 Credits (3-0-2)	BUMMI302	Financial Derivatives	4 Credits (3-1-0)	BULMI312
International Marketing	4 Credits (3-1-0)	BULMI304	Emerging Issues in HR	4 Credits (3-1-0)	BULMI308	Financial Statement Analysis	4 Credits (3-1-0)	BULMI314
Digital Marketing	4 Credits (3-1-0)	BULMI306	Employee Engagement	4 Credits (3-1-0)	BULMI310	Fundamentals of International Finance	4 Credits (3-1-0)	BULMI316

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Bachelor of Business Administration (Honors) / Bachelor of Business Administration (Honors with Research) (after 4 Years: 160 Credits)
4th Year

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VII			
Major or Discipline Specific Core (DSC16)	<u>Research Methodology</u>	4 Credits (3-0-2)	BUMMD401
Major or Discipline Specific Core (DSC17)	Decision Science for Managers	4 Credits (3-1-0)	BULMD401
Major or Discipline Specific Core (DSC18)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD403
Major or Discipline Specific Core (DSC19)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BULMD403
Minor or Discipline Specific Elective (DSE7)	To be Chosen from List	4 Credits	

Honors Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code	Honors with Research Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII				Semester-VIII			
Major or Discipline Specific Core (DSC20)	Economics for Managers	4 Credits (3-1-0)	BULMD402	Major or Discipline Specific Core (DSC20)	Economics for Managers	4 Credits (3-1-0)	BULMD402
Major or Discipline Specific Core (DSC21)	Emerging Technologies in Business	4 Credits (3-1-0)	BULMD404	Major or Discipline Specific Core (DSE8)	To be Chosen from List	4 Credits	
Major or Discipline Specific Core (DSC22)	Management Accounting	4 Credits (3-1-0)	BULMD406	Research Project / Dissertation	Duration Full Semester	12 Credits	BUDPR402
Major or Discipline Specific Core (DSC23)	Organization Theory and Design	4 Credits (3-1-0)			BULMD408		
Minor or Discipline Specific Elective (DSE8)	To be Chosen from List	4 Credits					

Discipline Special Elective (DSE)

Marketing			HR			Finance		
Semester VII	Credit (L-T-P)	Course Code	Semester VII	Credit (L-T-P)	Course Code	Semester VII	Credit (L-T-P)	Course Code
Digital Innovations in Marketing	4 Credits (3-1-0)	BULMI401	Counseling Skills for Managers	4 Credits (3-1-0)	BULMI407	Fintech & Cryptocurrency	4 Credits (3-0-2)	BUMMI401
Customer Relationship Management	4 Credits (3-1-0)	BULMI403	Diversity Equity and Inclusions	4 Credits (3-1-0)	BULMI409	Project Finance	4 Credits (3-1-0)	BULMI413
Event Planning and Management	4 Credits (3-1-0)	BULMI405	AI Applications in People Management	4 Credits (3-1-0)	BULMI411	Sustainable Finance	4 Credits (3-1-0)	BULMI415
Semester VIII	Credit (L-T-P)	Course Code	Semester VIII	Credit (L-T-P)	Course Code	Semester VIII	Credit (L-T-P)	Course Code
Destination Planning and Development	4 Credits (3-1-0)	BULMI402	Digital HR	4 Credits (3-1-0)	BULMI408	Financial Markets Regulations	4 Credits (3-1-0)	BULMI412
Media Planning and Scheduling	4 Credits (3-1-0)	BULMI404	Ethical HRM	4 Credits (3-1-0)	BULMI410	Fundamental of Capital Markets	4 Credits (3-1-0)	BULMI414
Basics of Services Marketing	4 Credits (3-1-0)	BULMI406	Positive Psychology for Managers	4 Credits (3-0-2)	BUMMI402	Financial Security Analysis	4 Credits (3-1-0)	BULMI416

Note: Minimum Criteria for Getting Honors with Research is 7.5 CGPA. If students do not secure 7.5 CGPA then they will undertake 3 courses of 4 credits in additional to 2 mentioned in the list.

Dr. Deepak Ch.

MBA Program (2024 onwards)
99 Credits

13 Core Discipline Courses of 3 credits each = 39 credits

9 Ability Enhancement of 3 credit each = 27 credits

1 Ability Enhancement (Online Course on Self Study Basis) of 2 credit = 2 credits

4 Discipline Special Elective (Specialization Courses) of 3 credit each = 12 credits

2 Choice Based Credit System Discipline Special Elective (Specialization Courses) of 3 credits each = 6 credits

2 Viva Voce of 2 credits each = 4 credits

3 Skills Enhancement

1 Course of Independent Study of 3 Credits

1 Summer Training of 6 credits

Electives (E)

Specialization Streams = 3

Summer Training (T)

Total Number of Electives: 6 courses

Practical's (P)

Summer Training for 6-7 weeks that carries 6 credits. 100% Evaluated through panel of faculty members.

Course of Independent Study (D)

Students are trained on usage of different software's as part or as compulsory module during complete program.

10% of marks evaluated by panel as Mid Term Evaluation

*1 Publication in Journal / Presentation in Conference/Seminar is mandatory.

30% of marks evaluated by faculty supervisor

60% of marks evaluated by panel on Final Report submitted and Presentation

COURSE STRUCTURE

MBA Program

Semester- I			Course Code
Ability Enhancement – Compulsory	Business Communication	3 Credits (3-0-0)	BUL6017
Ability Enhancement – Compulsory	Statistical Methods for Management Decisions	3 Credits (3-0-0)	BUL6091
Ability Enhancement – Compulsory	Corporate Financial Reporting and Decision Making	3 Credits (3-0-0)	BUL6271
Core Discipline	Managerial Economics	3 Credits (3-0-0)	BUL6062
Core Discipline	Marketing Management	3 Credits (3-0-0)	BUL6034
Core Discipline	Organization Behavior	3 Credits (3-0-0)	BUL6021
Core Discipline	Economic Environment for Managers	3 Credits (3-0-0)	BUL6171
	Viva Voce	2 Credits	BUC6301
Semester-II			
Ability Enhancement – Compulsory	Research Methodology Applications with SPSS	3 Credits (1-0-4)	BUL6093
Ability Enhancement – Compulsory	Marketing Decision Making	3 Credits (3-0-0)	BUL6033
Ability Enhancement – Compulsory	Managerial Accounting and Decision Making	3 Credits (3-0-0)	BUL6047
Ability Enhancement – Compulsory	Decision Models and Optimization	3 Credits (3-0-0)	BUL6092
Core Discipline	Management of Organizations	3 Credits (3-0-0)	BUL6023
Core Discipline	Digital and Social Media Marketing	3 Credits (3-0-0)	BUL6037
Core Discipline	Corporate Finance	3 Credits (3-0-0)	BUL6042
Core Discipline	Supply Chain Management	3 Credits (3-0-0)	BUL6051
Ability Enhancement – Compulsory	Online Course	2 Credits	BUS6311
	Viva Voce	2 Credits	BUC6302
Semester III			
Ability Enhancement – Compulsory	Artificial Intelligence and Machine Learning for Managers	3 Credits (3-0-0)	BUL7521
Ability Enhancement – Compulsory	Project Planning, Appraisal and Management	3 Credits (3-0-0)	BUL7511
Core Discipline	Strategic Management	3 Credits (3-0-0)	BUL7011
Core Discipline	Leadership and Team Management	3 Credits (3-0-0)	BUL7541
Discipline Special Elective (Elective 1 st Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Discipline Special Elective (Elective 2 nd Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Choice Based Credit System Discipline Elective	----- To be chosen from list-----	3 Credits (3-0-0)	

2

(Elective 1 st Paper)			
Skill Enhancement – Compulsory	Summer Training	6 Credits	BUT7232
Semester-IV			
Core Discipline	Entrepreneurship	3 Credits (3-0-0)	BUL7281
Core Discipline	Business Laws	3 Credits (3-0-0)	BUL7019
Core Discipline	Corporate Governance	3 Credits (3-0-0)	BUL7512
Discipline Special Elective (Elective 3 rd Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Discipline Special Elective (Elective 4 th Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Choice Based Credit System Discipline Elective (Elective 2 nd Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Skill Enhancement – Compulsory	Course of Independent Study (D)	3 Credits	

Discipline Special Elective & Choice Based Credit System Elective

Marketing		HR	
Semester 9	Course Code	Semester 9	Course Code
Consumer Behaviour	BUE7253	Understanding Workplaces and Industrial Psychology	BUE7264
Marketing Strategy	BUE7254	Power and Politics in Organizations	BUE7265
Choice Based Credit System		Choice Based Credit System	
Product and Brand Management	BUE7256	Negotiation Skills	BUE7266
Integrated Marketing Communication	BUE7257	Organization Change and Intervention Strategies	BUE7267
Semester 10		Semester 10	
Retail Marketing	BUE7251	Performance and Talent Management	BUE7263
Marketing of Services	BUE7038	Strategic Human Resource Management	BUE7026
Choice Based Credit		Choice Based Credit	
Rural Marketing	BUE7255	Competency Mapping and Assessment	BUE7261
Social Marketing	BUE7252	Cross-Cultural HRM	BUE7262

Finance	
Semester 9	Course Code
Behavioral Finance	BUE7481
Security Analysis and Portfolio Management	BUE7275
Choice Based Credit	
Global Macro Economy and Financial Crisis	BUE7276
Forensic Audit and Fraud Investigation	BUE7277
Semester 10	
Strategic Corporate Finance	BUE7271
Business Valuation, Mergers and Acquisitions	BUE7272
Choice Based Credit	
International Financial Management	BUE7071
Financial Derivatives and Risk Management	BUE7273

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

2
(Signature)

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I (10 Contact Hours)

Quantitative Decision Making-An Overview, Functions and Programmes, Basic calculus and Applications, Matrix algebra and applications

UNIT II (13 Contact Hours)

Collection of Data, Presentation of Data, Measures of Central tendency, Measures of variation and Skewness.

UNIT III (13 Contact Hours)

Basic Concepts of probability, discrete probability Distributions, Continuous Probability Distribution, decision Theory

UNIT IV (10 Contact Hours)

Sampling methods, sampling Distribution, Testing of Hypothesis, Chi Square Testing. Forecasting Methods: Business Forecasting, Correlation, Regression, Time Square Analysis.

UNIT V (10 Contact Hours)

Decision Science- concepts and tools. Assignment Problem, Transportation problem, Linear Programming and Game Theory

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

CLO4: Understand management functions, leadership and decision making

COURSE CONTENTS

UNIT I (10 Contact Hours)

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

UNIT II (13 Contact Hours)

Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid.

Decision making: Concept, Nature, Importance, and Process. Types of decisions, Problems in decision making.

UNIT III (13 Contact Hours)

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

UNIT IV (10 Contact Hours)

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

UNIT V (10 Contact Hours)

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

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Nature and scope of accounting; Accounting & Economics; Accounting Terminology & Basic Accounting Equation; Basic idea of double entry, book-keeping;

UNIT II

(13 Contact Hours)

Accounting- concepts & conventions; the recording system. Measurement of profit; Parameters of profit measurement; Economist's v/s Accountant's concept of profit; Revenue recognition; Depreciation accounting.

UNIT III

(13 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I (10 Contact Hours)

Marketing's Value to Consumers, Firms and Society, Marketing Process, Marketing Dynamics, Scope of Marketing, Core Concepts of marketing, Philosophies of marketing, Types of Marketing.

UNIT II (13 Contact Hours)

Systems Approach in Marketing, marketing Information System, Marketing organization, Sales Policy and Sales Force Management, Interface of Marketing with Finance, HR and IT; Marketing and Social responsibility.

UNIT III (13 Contact Hours)

Classification of Goods, Customers and Markets: Product and product Hierarchy, Customer Classification, Differences between industrial and consumer marketing; Consumer buying behaviour: Buying motives, perception, motivation, buying decisions, Indian consumer and consumer protection in India.

UNIT IV (10 Contact Hours)

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

UNIT V (10 Contact Hours)

Advertising: characteristics, types of advertising, media and nature of advertising campaign; Sales promotion: types, and methods, point of purchase, online promotions, brand management; Designing marketing control systems.

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Economics and Managerial Decision Making, Firm's goals and decision areas, Demand Analysis – Demand function, elasticities of Demand, Indifference curve analysis, Consumer surplus and its applications

UNIT II

(13 Contact Hours)

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

UNIT III

(13 Contact Hours)

Firm's behaviour under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. Theories of distribution, Modern approaches to firm's behaviour- Critique of Marginalist approach, Average Cost Theory.

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

- Baumol, W. J, Economic Theory and Operations Analysis, Prentice Hall
- Duan, Joel, Managerial Economics, Macmillan
- Koutsayiannis, A.Modern Micro Economics, Macmillan
- Mote, Paul and Gupta, Managerial Economics: Concept and Cases, Tata McGraw Hill
- Landsburg Steven E, Price Theory and Applications, Dryden.
- Salvatore S.,Managerial Economics, McGraw Hill..

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(09 Contact Hours)

Foundations of Indian Ethos: Introduction to Indian Ethos: Concepts and Importance; Indian Value Systems: Dharma, Nishkama Karma, and Purusharthas; Work Ethos and Indian Heritage in Production and Consumption; Relevance of Indian Ethos in Modern Business Practices

UNIT II

(11 Contact Hours)

Business Ethics and Corporate Governance: Ethical Theories and Business Ethics: Concepts and Applications; Ethical Dilemmas and Decision Making in Business; Corporate Governance: Principles and Practices; Role of Organizational Culture in Ethics Management

UNIT III

(12 Contact Hours)

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

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I (10 Contact Hours)

Company Law: Companies Act 1956; Essential characteristics of a company and Kinds of Companies, Company and Partnership firm, Formation of a company, Memorandum of Association, Article of Association, Prospectus, Shares

UNIT II (13 Contact Hours)

Business law: Indian Contract Act, 1872; Nature and Kinds of Contracts, Essentials of a valid Contract: Offer and Acceptance, Consideration, Capacity of Parties, Lawful Object, Free Consent, Discharge of Contract, Remedies for breach of contract, Contract of Indemnity and Guarantee, Bailment and Pledge.

UNIT III (13 Contact Hours)

Sale of Goods Act, 1930: Contract of Sale, Sale and Agreement to sell, Conditions and Warranties,

UNIT IV (10 Contact Hours)

Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments,

UNIT V (10 Contact Hours)

Competition Act, 2002, Information Technology Act, 2000.

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

CLO4: Understand dynamics of industrial relations

COURSE CONTENTS

UNIT I (10 Contact Hours)

HRM-concept and philosophy, Need for HRM-nature and scope, Job Analysis-nature and methods of collecting information,

UNIT II (13 Contact Hours)

Corporate objectives and Human Resource Planning-concept, need quantitative and qualitative dimensions, HRM in the changing environment.

UNIT III (13 Contact Hours)

Recruitment and Selection, Methods of Manpower Search, Attracting and Selecting HR, Induction and Socialisation,

UNIT IV (10 Contact Hours)

Manpower training and development- training need analysis, process, techniques, evaluation, Performance Appraisal, 360-degree Feedback, Potential Appraisal, Career and Succession Planning,

UNIT V (10 Contact Hours)

Compensation-Aim and components, Factors determining pay rates, Job Evaluation, an overview of performance incentives, Human Resource Development: Instruments, Processes and Outcomes, Motivational aspects of HRD, Industrial Relations:

Conceptual framework of Industrial relations in India.

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

CLO3: Analyze supply chain networks and mitigate associated risks.

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Fundamentals of Supply Chain Management: Overview of supply chain operations and key components. Supply chain processes: Material, information, and financial flows. Importance of supply chain metrics and drivers.

UNIT II

(13 Contact Hours)

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

UNIT III

(13 Contact Hours)

Logistics and Transportation: Modes of transportation and their cost implications. Basics of warehousing and distribution. Introduction to logistics technology and tools.

UNIT IV

(10 Contact Hours)

Supply Chain Network Design and Risk Management: Designing efficient supply chain networks. Identifying and managing risks in supply chains. Basics of sustainable supply chain practices.

UNIT V

(10 Contact Hours)

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

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Financial management-scope, finance functions and its organization, objectives of financial management; time value of money; sources of long term finance.

UNIT II

(13 Contact Hours)

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

UNIT III

(13 Contact Hours)

Valuation of Securities - Liquidation value versus going concern value, Book Value Versus Market Value, Market Value Versus Intrinsic Value, Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Effect of corporate taxation and its implication of financing,

UNIT IV

(10 Contact Hours)

Capital Structure decisions-financial and operating leverages; capital structure theories-NI, NOI, traditional and M-M theories; determinants of dividend models-Walter, Gordon & M.M. models..

UNIT V

(10 Contact Hours)

Working Capital – meaning, need, determinants; estimation of working capital need; management of cash; inventory & receivable.

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

CLO3: Be able to comprehend the business situations and take decisions in the complex business environment.

CLO4: Apply tools of strategic decision making in for designing grand strategy and generic strategy for different business situations.

COURSE CONTENTS

UNIT I (10 Contact Hours)

Importance of strategic management, model of strategic management, vision, mission, policies and objective.

UNIT II (13 Contact Hours)

Culture and leadership for strategy formulation, Strategic Process-Strategic Business planning. Theory of competitive advantage

UNIT III (13 Contact Hours)

External analysis-generic industry environment, Porter's five forces model, competitive analysis, forecasting tools and techniques, competitive gaming internal analysis- TWOS, SPACE matrix, Corporate Strategic Planning- Grand strategies, BCG matrix, Mckinsey 7s model

UNIT IV (10 Contact Hours)

Mergers, acquisitions and takeover, HR issues, Change management, Implementing strategies- policies, resource allocation, structuring, re-engineering,

UNIT V (10 Contact Hours)

Strategy Review, Evaluation and Control- financial and operations audit, surveillance and assessment systems, Cases in Strategic management

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(09 Contact Hours)

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

UNIT II

(11 Contact Hours)

Indian Arts, Literature, and Scholars, Literature, Life and works of Scholars like Agastya, Lopāmudrā, Ghoṣā, Vālmīki, Patañjali, Vedavyāsa, Yājñavalkya, Gārgī, Maitreyī, Patañjali, Kauṭilya and Āryabhaṭa

UNIT III

(12 Contact Hours)

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

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1: Describe the project life cycle, project selection, project environment, and approval process;

CLO2: Identify the project management process groups, including initiating, planning, executing, monitoring and controlling, and closing;

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

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(13 Contact Hours)

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

UNIT III

(13 Contact Hours)

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

UNIT IV

(10 Contact Hours)

Cash flow plan; Difference between cash and cost. Time value of money; Monitoring and control; Earned Value Analysis; Taking corrective actions; Use of software tools for Project analysis and reporting (Microsoft Project). The Project Risk Plan; what is a risk; why a risk plan is needed? ; Identification of Project Risks; Evaluation of probabilities and impact of risks; Risk matrix analysis; Strategies to manage risks

UNIT V

(10 Contact Hours)

Communication Management; The importance of communication management ; The role of the Project Manager ; Stakeholder Management ; Examples of project reporting. Contract Management; Contract structures and contents. ; Contract negotiation; Scope, requirements and interfaces; Phases of a contract; Contractual conflicts resolution; the change control process; Quality assurance and quality control; Closing a project and lessons learnt; Specific challenges of International Projects.

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

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

BUMAE702			Start-up and Entrepreneurship			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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

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

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

CLO3: Interpret feasibility Analysis towards funding issues and Evaluate financial stability and decide on expansion possibilities

CLO4: Access growth stages in new venture and reasons for scaling ventures.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(13 Contact Hours)

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

UNIT III

(13 Contact Hours)

Starting up Financial Issues: Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances

UNIT IV

(10 Contact Hours)

Start-up Survival and Growth: Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures. Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture.

UNIT V

(10 Contact Hours)

Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies Selling the business, franchising as an option for a venture. E-entrepreneurship as an option for a venture.

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I (10 Contact Hours)

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

UNIT II (13 Contact Hours)

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

UNIT III (13 Contact Hours)

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

UNIT IV (10 Contact Hours)

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

UNIT V (10 Contact Hours)

New Brand creating, Maintaining Brand Positioning, Extending, Partnering, Managing Brand Portfolios, Brand Innovations. Global Branding, Corporate Branding, B2B Branding, Services Branding, Brands Crisis, Ethics and Brands.

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

CLO3: Create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.

CLO4: Familiarize with the special problems of rural markets, and to understand the working of rural marketing institutions.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(13 Contact Hours)

Rural Marketing, Concept and Scope, Nature of Rural Markets and Attractiveness, Rural vs. Urban Marketing, Characteristics of Rural Market Environment, Rural Consumers, Buying Decision Process, Rural Marketing Information System, Potential and Size of Rural Markets.

UNIT III

(13 Contact Hours)

Selection of Markets, Product Strategy, Product Mix Decisions, Competitive Product Strategies for Rural Markets. Marketing of Agriculture Inputs, Problems in Rural Marketing.

UNIT IV

(10 Contact Hours)

Pricing Strategy - Pricing Policies, Innovative Pricing Methods for Rural Markets, Promotion Strategy; Appropriate Media - Designing Right Promotion Mix - Promotional Campaigns, Mobile Trading in Rural Marketing.

UNIT V

(10 Contact Hours)

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

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1: Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes.

CLO2: To guide the student through the development and understanding of implementing a retail strategy.

CLO3: To provide the student with the understanding of the increased use of technology in the field of retailing.

CLO4: Describe the actions taken to acquire and retain customers; produce goods and services; and measure/track financial performance.

COURSE CONTENTS

UNIT I (10 Contact Hours)

Overview of retailing, The evolution of retail formats, Theories of retail development, Concept of retail cycle, The evolution and current issues of retail in India.

UNIT II (13 Contact Hours)

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

UNIT III (13 Contact Hours)

Food, Apparel and Book retailing, Pharma retailing, Telecom retailing, Health care and spa retailing, Petroleum retailing.

UNIT IV (10 Contact Hours)

Financial dimensions, Operational dimensions, Pricing strategy, communication strategy, Merchandise Management, Buying systems, Store layout, Design and Visual merchandising, Store loyalty, Technology in retailing.

UNIT V (10 Contact Hours)

Mall Managements, Parking Management, Retail entertainment, Multiplex retail strategy, Shopping centers, Online entertainments, E-retailing, E-Banking.

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1: To understand the fundamental concepts of consumer behaviour and its importance in marketing.

CLO2: To analyse the various factors influencing consumer decision-making processes.

CLO3: To apply marketing research techniques to gather and interpret consumer data.

CLO4: To evaluate the psychological and sociological influences on consumer behaviour.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Definition and Scope of Consumer Behaviour; Importance of Studying Consumer Behaviour; Evolution of Consumer Behaviour as a Field of Study; Interdisciplinary Nature of Consumer Behaviour; Relationship between Consumer Behaviour and Marketing; Introduction to Marketing Research; Purpose and Importance of Marketing Research.

UNIT II

(13 Contact Hours)

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

UNIT III

(13 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

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

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

COURSE LEARNING OUTCOMES

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

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

CLO2. Utilize various databases to understand and analyze real life scenarios for developing Marketing planning decisions.

CLO3. Apply theories of consumer behavior to the formulation of effective marketing strategy.

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Introduction to marketing research, Research design setup, qualitative research, quantitative research, Concept development, scale development, Exploring Data, Descriptive Statistics

UNIT II

(13 Contact Hours)

Inbound marketing analytics, Click analytics, Google analytics, Social Media Analytics, Web analytics, Online traffic analytics, conversion analytics, Online and Offline analytics

UNIT III

(13 Contact Hours)

Product analytics- features, attributes, benefits, Price analytics, Promotion analytics, Channel analytics, Multiple Discriminate analysis

UNIT IV

(10 Contact Hours)

Customer Analytics, Analyzing customer satisfaction, Prospecting and Targeting the Right Customers, Covariance and Correlation analysis, Developing Customers, Retaining Customers, Customer lifetime value case, Factor analysis

UNIT V

(10 Contact Hours)

Market Segmentation & Cluster Analysis, Scatterplots & Correlation Analysis, Linear Regression, Model Validation & Assessment, Positioning analytics, Cross tabulation

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

- 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 Metrics 3e, Bendle, Farris, Pfefferly, 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

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

COURSE LEARNING OUTCOMES

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

CLO1: Develop a deep understanding of modern digital marketing strategies and their impact on business growth, consumer engagement, and brand positioning.

CLO2: To apply analytics, AI, and big data insights to optimize marketing campaigns, measure performance, and enhance return on investment (ROI).

CLO3: To Leverage emerging technologies such as AI, automation, blockchain, and AR/VR to create innovative and competitive marketing strategies.

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(13 Contact Hours)

Advanced SEO, Content & Performance Marketing: SEO, Mobile-First Optimization, Content Marketing Strategies for Executive Decision-Makers, Performance Marketing: PPC, Retargeting, and Conversion Optimization, Video Marketing, Storytelling, and Engagement Strategies, Influencer & Affiliate Marketing for Brand Growth; Marketing Analytics & Big Data Applications; Artificial Intelligence (AI) in Digital Marketing; Predictive Analytics for Consumer Insights; A/B Testing & Optimization; Attribution Models & Marketing ROI.

UNIT III

(13 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

- S. Kingsnorth, The Digital Marketing Handbook: Deliver Powerful Digital Campaigns, Kogan
- P. Bhatia, Fundamentals of digital Marketing, Pearsons.
- F. Khan, Advances In Digital Marketing and E-Commerce, Redshine Publication.
- E. Popkova, Game Strategies for Business Integration in the Digital Economy, Emerald Publishing Limited

BUMDE713			Performance Management Systems			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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

CLO1: Enable student to understand to attributes of effective performance management systems, understand job-related performance standards and performance indicators that reflect the employee's range of responsibilities.

CLO2: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development, Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

CLO3: Understand the key elements to engage and retain skilled resources, Examine HR metrics and measures of success for talent management strategy, Acquire the skills and knowledge to build an effective talent management strategy for organization.

CLO4: Understand how to align human resource strategy with strategic objectives of business,

COURSE CONTENTS

UNIT I (10 Contact Hours)

Concept, characteristic, role and significance of performance; performance appraisal vis-à-vis performance management, process of performance management; performance management and strategic planning linkages.

UNIT II (13 Contact Hours)

Establishing and operationalising performance management system; measuring performance-results and behaviour; conducting performance review discussions; harnessing performance management system for performance improvement.

UNIT III (13 Contact Hours)

Performance management strategic and interventions- reward based performance management; career-based performance management, term-based performance management.

UNIT IV (10 Contact Hours)

culture based performance management; measurement-based performance management; competency-based performance management; leadership-based performance management.

UNIT V (10 Contact Hours)

Harnessing performance management system for performance improvement through skill-based compensation, competency based compensation, Contribution of Human Resource Management Practices to Employee Performance. Implementation of Pay for Performance Plans.

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1: Understand and Explain how to acquire and talent; interplay of various aspects of talent acquisition, retention and development of talent.

CLO2: Develop the competence required to work effectively by star employees’;

CLO3: Differentiate between the various challenges and issues to manage young talented employees

CLO4: Appreciate the organizational context and apply relevant contemporary organizational practices to connect the talent.

COURSE CONTENTS

UNIT I (10 Contact Hours)

Introduction to Talent acquisition and management, Principles of Talent management, Integrating competencies into talent

UNIT II (13 Contact Hours)

Global Talent leadership, Talent Analytics, Talent Development; Talent Enhancement; Talent Mobility; Rewards programs in Talent management

UNIT III (13 Contact Hours)

Integrated Talent management models; Reward Strategy for talent management; Coaching and Development

UNIT IV (10 Contact Hours)

Organization Culture; Coaching; Talent Acquisition strategy; Talent Enhancement & Drivers for success; Sustainable development through Talent Management; Critical issues in talent management; talent powered organizations

UNIT V (10 Contact Hours)

Feeling and Sentimental Analysis; Talent management challenges; Talent management practices in real world

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1: To understand global business trends

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

CLO3: To understand how global leadership works

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Introduction to International Human Resource Management

Emerging Trends: Global Leadership and Team Development

UNIT II

(13 Contact Hours)

Examples of Global Leadership, Creating a Global Mindset, Understanding Culture, Economic/Political Integration and Global Trade

UNIT III

(13 Contact Hours)

The Basic Building Blocks of IHRM: Dynamic Human Resource Systems, Cross National Comparisons

UNIT IV

(10 Contact Hours)

Staffing and Training, Compensation and Motivation: Developing Expatriate Remuneration Packages

UNIT V

(10 Contact Hours)

Managing Performance and Repatriating, Business Ethics and Values in International Business

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1. Participants will be able to understand various qualitative and quantitative measures of human resource management processes and outcomes in an organization; and the importance of using data-based reasoning to support HR decisions;

CLO2. Participants will be able to identify (research), track, compile, analyze and interpret human resource data in order to make more effective, evidence-based decisions on managing human resources;

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

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

COURSE CONTENTS

UNIT I (10 Contact Hours)

HR Metrics: Measuring HR functions and Processes: Concepts, Approaches and Objectives; Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc.);

UNIT II (13 Contact Hours)

HR Functional / process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics, Compensation and Benefits metrics, Employee Relations metrics;

UNIT III (13 Contact Hours)

Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude, HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity);

UNIT IV (10 Contact Hours)

Methods of data capture and benchmarking; Aligning HR Metrics and Organizational Performance.

UNIT V (10 Contact Hours)

Analytics: Meaning and scope of analytics in HR; Typical sources of data; Overview of data formats; Quantitative and Qualitative data analysis techniques in HR analytics; Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions; Effectiveness and Efficiency – Outcome and Impact analysis; HR Dashboards; HR Analytics and HR Decisions. Data Integrity and Security Issues.

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I (10 Contact Hours)

Introduction to sustainable HRM; Institutional context for sustainable HRM; Stakeholder theories for common good; Sustainable HRM theories

UNIT II (13 Contact Hours)

Sustainability characteristics of HRM strategies and practices for sustainability outcomes; The paradox perspective of sustainable HRM for common good

UNIT III (13 Contact Hours)

Introduction to the concepts of sustainability and sustainable development and triple bottom line; Role of HRM in developing economically, socially and ecologically sustainable organizations. Triple bottom line HRM

UNIT IV (10 Contact Hours)

Introduction to green HRM and green HRM processes: green recruitment and selection, green training, green performance appraisal, motivation and employee engagement in green HRM; Green HRM for environment management.

UNIT V (10 Contact Hours)

Implementation, measurement and reporting on sustainable HRM practices; Techniques to measure sustainable and unsustainable impacts of HRM practices; Global sustainable HRM practices; and future of sustainable HRM.

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1: Acquire a solid theoretical, practical and ethical perspective on many aspects of Employee Relations.

CLO2: Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.

CLO3: Understand the key participants, institutions, relationships and processes in employee relations.

CLO4: Understand the Communication and employee engagement strategies for effective management of employee relations

COURSE CONTENTS

UNIT I

(12 Contact Hours)

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

UNIT II

(12 Contact Hours)

Managing Disciplines in Organizations; Organizational Misconduct; Conflict Resolution and Dispute Management: Institutional Framework

UNIT III

(12 Contact Hours)

Managing Grievance in organizations; Communication and Engagement Strategies

UNIT IV

(10 Contact Hours)

Employee Participation Methods and Practices, Culture and Employee Relations; Negotiation Skills for Employee Relations; Soft Skills for Employee Relations Management

UNIT V

(10 Contact Hours)

Contemporary Issues in Employee Relations: Employee wellness in organization; Diversity, Equity and Inclusion; Employee relations during crises – Recession, mergers, acquisitions etc.

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

CLO3: Understand different portfolio management approaches.

CLO4: Evaluate and review the performance of investment portfolio.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(13 Contact Hours)

Security Analysis and Valuation: Analysis and Valuation of Debt and Equity, Types and features of debt instruments, bond terminology, bond pricing, bond yields, risk in debt, interest rate risk,

UNIT III

(13 Contact Hours)

Equity valuations: balance sheet valuation, dividend discount model, earnings multiplier approach, and equity portfolio management, Fundamental analysis, Technical analysis, Efficient market hypotheses,

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

Strategy Review, Evaluation and Control- financial and operations audit, surveillance and assessment systems, Cases in Strategic management

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I (10 Contact Hours)

Introduction to Financial Derivatives, Evolution of commodity, currency, stocks and interest rate derivatives, Growth of Financial Derivatives in India,

UNIT II (13 Contact Hours)

Types of Derivatives; Forwards, Futures, Options, Swaps and other sophisticated derivatives, trading mechanism of different derivatives products

UNIT III (13 Contact Hours)

Risk Management using forwards and futures: application of forwards and futures in Hedging, speculation and arbitrage, pricing of futures and forwards

UNIT IV (10 Contact Hours)

Options: factors affecting options pricing, pricing of options, option trading strategies, risk hedging through options.

UNIT V (10 Contact Hours)

Introduction to Risk management & Derivatives, Risk management Process, Risk identification-Market Risk Liquidity, interest rate, forex, credit, operational, Capital and reputation Risk : Risk Measurement and Risk Management, Contemporary developments in derivatives and Some major derivatives scams.

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1: Develop an understanding of financial system

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

CLO3: Know the different aspects and components of Money Market

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Financial System: Introduction, Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System in Economic Development, Financial Sector Reforms.

UNIT II

(13 Contact Hours)

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

UNIT III

(13 Contact Hours)

Money Market: Constituents and functions, Types of Money Market, Government Security Market, Money Market Instruments, Regulations of the Money Market in India.

UNIT IV

(10 Contact Hours)

Financial Institutions: Banking, securities and insurance sector financial institutions, role of central bank in financial markets

UNIT V

(10 Contact Hours)

Changing role of International and multilateral financial institutions and contemporary developments in domestic and international financial markets

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1: Understand international capital and foreign exchange market.

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

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

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(13 Contact Hours)

Exchange Rate Mechanism; Exchange Rate Quotations – Nominal, Real and Effective Exchange Rates, Determination of exchange rate in the spot market, Factors Influencing exchange rate.

UNIT III

(13 Contact Hours)

Foreign Exchange exposure: Measurement and Management of Transaction exposure, Measurement & Management of Translation exposure, Measurement & Management of Economic exposure. Management of political Exposure and Management of Interest rate exposure.

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(13 Contact Hours)

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

UNIT III

(13 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

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

BULDE735			Advances in Sustainable Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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

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

CLO2: Understand international agreements on sustainability and their implications for business and economy

CLO3: Describes the role that regulation and industry initiatives (self-regulation) play in shaping sustainable finance and assess ESG Risk Management.

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Introduction to Sustainable Finance; International Agreements on Climate Change and Sustainable Development; Sustainable Development Goals and importance of sustainable finance. Corporate Governance and Corporate Social Responsibility

UNIT II

(13 Contact Hours)

Key actors in Sustainable Finance; Introduction to Environmental, Social and Governance (ESG) Risk Management; The Task Force on Climate-related Financial Disclosures (TCFD), Case study discussion and presentation

UNIT III

(13 Contact Hours)

Sustainable Finance: Policy and Regulation; An overview of Responsible and sustainable Investments; Principles of Responsible Banking and Sustainable Insurance, Case study discussion and presentation

UNIT IV

(10 Contact Hours)

Sustainable Finance Strategies and Products; The Five Pillars of Sustainable Finance; Green Bonds, Green Loans and Performance-based Instruments

UNIT V

(10 Contact Hours)

Financial and Sustainability (Impact) Reporting and Communication; Carbon Pricing and trading; Renewable Energy Financing; Case study discussion and presentation

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1. Understand the difference between organizational resources and capabilities.

CLO2. Comprehend how resources are transformed into capabilities.

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

CLO4. Examine issues relating to sustainability of competitive advantage.

COURSE CONTENTS

UNIT I (10 Contact Hours)

Resources and capabilities, Resources as the basis for capability formation, Types of resources and capabilities,

UNIT II (13 Contact Hours)

Functional capabilities and cross functional capabilities, Operational versus strategic capabilities

UNIT III (13 Contact Hours)

Transforming resources into capabilities, Evolutionary nature of capability formation, Path-dependence and cumulative change, the role of strategic vision and leadership

UNIT IV (10 Contact Hours)

Core competence and competitive advantage, Distinctive capabilities as basis of superior profitability, Role of tacitness, Core competencies and core rigidities

UNIT V (10 Contact Hours)

Sustainability of competitive advantage, Incremental and disruptive innovation, Guarding against complacency

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1 Able to understand the various methods available for corporate restructuring as a mode of consolidation..

CLO2. Able to do valuation of various tangible and intangible assets.

CLO3. Able to understand various tax aspects associated with the corporate restructuring.

CLO4. To understand merger and amalgamation.

COURSE CONTENTS

UNIT I (10 Contact Hours)

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

UNIT II (13 Contact Hours)

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

UNIT III (13 Contact Hours)

Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units.

UNIT IV (10 Contact Hours)

Financial restructuring-Reorganization of share capital, Internal Reconstruction, - accounting, financial and tax aspects.

UNIT V (10 Contact Hours)

Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1. To develop strategies as entrepreneur

CLO2. To develop competitive advantage.

CLO3. To understand market dynamics.

CLO4. To understand platforms and ecosystems

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Entrepreneurial Ideas and Decision-making,

UNIT II

(13 Contact Hours)

Entrepreneurial Competitive Advantage: Technology and Intellectual Property, Entrepreneurial Competitive Advantage: Customer Innovations

UNIT III

(13 Contact Hours)

Entrepreneurial Competitive Advantage: Founders, Organization, and Location, Internal analysis, external analysis, Industry analysis.

UNIT IV

(10 Contact Hours)

Market Dynamics: Incumbent Blind Spots, Rivals, and Competition and Collaboration, Disruption and entrepreneurial strategy

UNIT V

(10 Contact Hours)

Value Beyond the Firm: Platforms and Ecosystems, strategic positioning and strategic renewal

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1. To do corporate planning

CLO2. To develop corporate strategies.

CLO3. To understand how to organise corporate plans.

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Corporate planning - concept, nature, process, benefits and Pre-Requisites of corporate planning

UNIT II

(13 Contact Hours)

Techniques of Corporate Planning, Defining the Business and its Mission, Objectives

UNIT III

(13 Contact Hours)

Corporate Strategy, Nature and Scope of Corporate Policy, Tactics. Concept and Meaning of Corporate Policy ,Features of Corporate Policy ,Determinants of Corporate Policy ,Scope of Corporate Policy , Policy Formulation Process ,Classification of Corporate Policy , Importance of Corporate Policy

UNIT IV

(10 Contact Hours)

Organising the Corporate Planning Function, Implementation of corporate plan, evaluation of corporate plan

UNIT V

(10 Contact Hours)

Corporate Planning in India, Social and Ethical Issues in Corporate Planning

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1. to arm you with a set of tools to facilitate the selection of an appropriate alliance strategy in a given situation; and

CLO2. to provide you with frameworks to help the initiation and implementation of different kinds of partnerships.

CLO3. To manage alliance networks.

CLO4. To understand global alliances

COURSE CONTENTS

UNIT I

(10 Contact Hours)

The Nature of Strategic Partnerships, Managing Strategic Alliances, Alliance formation: partner selection; location choice; cooperative activities (e.g. co-development, joint promotion, joint manufacturing);

UNIT II

(13 Contact Hours)

Managing Alliance Networks, Engaging in Strategic Outsourcing, Alliance design: governance structures; composition of the alliance management team; alignment of incentives for team members; inter- and intra-organizational routines

UNIT III

(13 Contact Hours)

Building Alliance Capabilities and Organizations,

Embarking on Joint Ventures, Alliance management: partner coordination; means to control partners' behavioral risk; task vs. relational management; performance evaluation; alliance renewal

UNIT IV

(10 Contact Hours)

Structuring and Implementing Alliances, Determining Integration Strategies, portfolio design and management; multi-partner alliances; multi-market cooperation/competition; learning through alliance portfolios etc

UNIT V

(10 Contact Hours)

Global Alliances by Emerging-Market Multinationals, Leadership in alliances

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

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

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

COURSE LEARNING OUTCOMES

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

CLO1: To understand the role of technology and innovation in driving business growth and competitiveness.

CLO2: To explore strategies for managing technology and fostering innovation in organizations.

CLO3: To develop skills for managing innovation processes and intellectual property.

CLO4: To examine the impact of emerging technologies on business models and industries.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Introduction to Technology Management and Innovation: Concepts of technology and innovation, Role of technology in business strategy and competitive advantage, Technology life cycle with Technology development cycle including Research and development, Scientific demonstration, System deployment and Diffusion, Innovation types: Incremental, radical, disruptive, and open innovation, National Innovation Systems including innovation system theory, innovation and technology development. Case Study: Innovation strategies of Indian companies

UNIT II

(13 Contact Hours)

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

UNIT III

(13 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

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

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

COURSE OUTCOMES

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

CO1: To explain basic and advance statistical concepts in the applied form with real time problems of business world.

CO2: Based on the acquired knowledge, to interpret the meaning of the estimated statistical parameters/indicators independently for effective policy formulation.

CO3: To apply different measuring and relevant tools/ methods for data cases & real time business problems, compute and analyze the results of different estimations/models with hands on experience.

CO4: To apply knowledge to solve simple tasks using computer and be able to perform a basic statistical modelling using computer software like SPSS/GRETL/E-Views.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Collection of Data, Presentation of Data, Measures of Central tendency, Measures of variation and Skewness. Types of Correlation - Measures of Correlation – Properties & types, Partial & Multiple Correlations and applications Regression analysis - Multiple Regression Analysis and applications.

UNIT II

(10 Contact Hours)

Time Series Analysis, Components Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting, Methods of Business Forecasting. Simulation and bootstrapping.

UNIT III

(12 Contact Hours)

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

UNIT IV

(12 Contact Hours)

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

UNIT V

(12 Contact Hours)

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

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

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

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

COURSE OUTCOMES

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

CLO1: have fair understanding of basic concepts of Financial Accounting

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

CLO3: use various management accounting techniques for decision making.

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

COURSE CONTENTS

UNIT 1: Introduction to Financial Accounting (10 Contact Hours)

Elements of Financial Statements, Key Stakeholders of Financial Accounts of Business, Financial Accounting vs. Management Accounting Principles, Accounting Cycle and Preparation of Financial Statements using Accounting Cycle.

Unit II: Introduction to Management Accounting (10 Contact Hours)

Basic Concepts –Definition of Management / Managerial Accounting – Scope of Management Accounting – Management Accounting vs Cost Accounting – Cost Concepts –Product & Period Cost – Controllable and Non-Controllable Cost- Conversion Cost – Committed Cost- Financial & Non-financial costs – Classification of Cost – Element wise – Function wise – Behavior wise – techniques for separation of Costs

Unit III Cost Management (12 Contact Hours)

Cost Management – with respect of Material Cost – Labour Cost and Overheads Management & Cost Ascertainment – Preparation of Cost Sheet & Product / Service Pricing

Unit IV Techniques for Decision Making & Cost Control (12 Contact Hours)

Techniques for Decision Making – Marginal Costing – BEP & CVP Analysis –Techniques for Cost Control & Cost Management – Standard Costing – Variance Analysis – Management by Exception through Variance Reporting

Unit V Strategic Planning & Control (12 Contact Hours)

Budget & Budgetary Control & Expenditure Monitoring. Contemporary Development & Reporting System in Management Accounting – Activity Based Costing – Activity Based Management – Lifestyle Costing – Target Costing – Throughput Accounting – Balance Scorecard – Just-in—Time – Cost & Management – Audit as a tool for Efficiency Management & Reporting – Predicting & Preventing Corporate Failure

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

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

- Cost Accounting – Principles & Practice – B.M. Lau Nigam & I.C. Jain – Prentice Hall of India

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

COURSE OUTCOMES

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

CLO1: Students will be able to understand the concepts.

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

CLO3: Students will be able to solve stylized quantitative questions in a business and economic context.

CLO4: Students will be able to appraise, understand and use information captured from economic articles and debates published or telecasted in serious print and electronic media.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Nature and scope of Managerial economics; Demand and supply; factors determining demand and supply; law of demand and supply; market equilibrium; application of equilibrium price in business and pricing decision.

UNIT II

(10 Contact Hours)

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

UNIT III

(12 Contact Hours)

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

UNIT IV

(12 Contact Hours)

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

UNIT V

(12 Contact Hours)

Bain's limit pricing theory of price determination followed by Marris and Williamson approaches. Behavioral Approach of Cyert and March to determine managerial decision making. Effectiveness of Monetary and Fiscal policies Business Cycles- types, nature, patterns & causes of business cycles.

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

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

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

COURSE OUTCOMES

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

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

CLO2: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken.

CLO3: Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts.

CLO4: Develop the ability of decision making.

COURSE CONTENTS

UNIT I (10 Contact Hours)

Definition & Concepts of Marketing Management, Marketing Mix, Extended Marketing Mix, Holistic marketing, Value concept of Marketing Customer Value Delivery process, Value based models of marketing, Scanning Marketing Opportunities.

UNIT II (10 Contact Hours)

Customer Insight and Market Insight: Dynamics of competitors, Company and Complimentary, Marketing research, Introduction to Marketing metrics.

UNIT III (12 Contact Hours)

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

UNIT IV (12 Contact Hours)

Price: Setting the price, Pricing components, and strategies, Marketing through Distribution channel, Channel Design, Retailing and Wholesale, Managing Services and Customer Services.

UNIT V (12 Contact Hours)

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

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

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

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

COURSE OUTCOMES

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

CLO1: Understand the management concept and how functions.

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

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

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(10 Contact Hours)

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

UNIT III

(12 Contact Hours)

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

UNIT IV

(12 Contact Hours)

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

UNIT V

(12 Contact Hours)

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

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

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

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

COURSE OUTCOMES

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

CLO1: Distinguish between micro and macro environmental factors.

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

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

CLO4: Formulate Strategies of conducive business environment.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(10 Contact Hours)

Economic Environment of Business: Economic environment – Economic and non -economic environment – recent developments in Indian Economy. Economic development of India. Union Budget– deficit Budgets, budget -deficit and debt.

UNIT III

(12 Contact Hours)

Non – Economic Environmental Factors: Non-Economic and Natural environment; environmental protection and sustainable development – environmental degradation-environmental, Environmental Legislations, Environmental policy – instruments, global warming.

Global Business Environment: Environment in developed, developing and emerging countries – WTO; agreements and issues: Global outsourcing; MNCs and FDIs. India tryst with FTA's. Contemporary issues; financial crisis, world-wide recession, sovereign debt crisis, dumping of goods – anti dumping measures. Global business ethics and values.

UNIT IV

(12 Contact Hours)

Regulatory Environment: Industrial policy – export import policy – trade liberalization – industrial (D&R) act; industrial licensing – competition Law – consumer protection act – its key provisions. Natural Environment: Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development

UNIT V

(12 Contact Hours)

Definition of Corporate Governance, The OECD Principles of Corporate Governance States, Benefits of Corporate Governance, Need for Corporate Governance, Principles of Corporate Governance, SEBI Code of Corporate Governance, Corporate Governance – Historical perspectives in India.

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

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

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

COURSE OUTCOMES

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

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

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

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

CLO4: Facilitate development of scientific oral and written communication skills

COURSE CONTENTS

UNIT 1

(10 Contact Hours)

Definition and importance of research in business and management; Types of research; Research design; Data Collection Methods; Measurement scales

Unit II

(10 Contact Hours)

Data cleaning; Measures of central tendency; Graphical representation of data using Excel and SPSS; Interpreting charts and graphs for business analysis

Unit III

(12 Contact Hours)

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

Unit IV

(12 Contact Hours)

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

Unit V

(12 Contact Hours)

Strategic Planning & Control: Chi-Square Test for independence; Factor Analysis and its application in data reduction; Reliability Analysis; Preparing a research report: Structure and components; Interpreting statistical results for business decision-making; Presentation of findings through Data visualization

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

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

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

COURSE OUTCOMES

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

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

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

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

CLO4: Learn about sales management and decision making.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Strategic Planning and its characteristics; Marketing Process and Marketing Plan; Organizational Marketing and its components; Conducting marketing research – Process and Barriers; Competitive Intelligence System; MKIS, DSS, MIS; Demand Forecasting and Measurement.

UNIT II

(10 Contact Hours)

Global Marketing Strategies – Selecting a Potential Market, Impact of Global Environment, Methods of entering in new markets; types of marketing organization; developing global marketing strategies; Ethical and Social dimensions in marketing.

UNIT III

(12 Contact Hours)

Marketing of services – types and strategies; market budget and costs – steps in marketing cost analysis, customer profitability analysis, production and efficiency; New Product Development – challenges, stages, managing brands: brand value, types, branding strategic decisions, brand equity, packaging and labelling.

UNIT IV

(12 Contact Hours)

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

UNIT V

(12 Contact Hours)

Personal Selling and Sales Management: Sales force management, Selling Process, Sales budget and Sales quota, defining Sales Territory, Sales meetings and contests.

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

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

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

COURSE OUTCOMES

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

CLO1: Are exposed to the various issues related to qualitative and quantitative techniques of optimization.

CLO2: Develop skills to formulate and apply the techniques of optimization and simulation to solve problems of business world.

CLO3: Able to formulate decision models to solve real life problem and proficiently allocating scarce resources to optimize the objective function.

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(10 Contact Hours)

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

UNIT III

(12 Contact Hours)

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

UNIT IV

(12 Contact Hours)

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

UNIT V

(12 Contact Hours)

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

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

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

- F.S. Hillier and G.J. Lieberman, Introduction to Operations Research- Concepts and Cases, Tata Mc Graw Hill.

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

COURSE OUTCOMES

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

CLO1: Demonstrate proficiency in fundamental human resources theories and concepts

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

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

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Management: Nature & Functions; Development of Management thoughts; Functions of Management, Behavioural Issues in Management of Organizations, Understanding the fit between the individuals and management of organizations.

UNIT II

(10 Contact Hours)

Managing Human Resources: HRM-concept and philosophy, Need for HRM-nature and scope, Job Analysis-nature and methods of collecting information, Corporate objectives and Human Resource Planning-concept need quantitative and qualitative dimensions, HRM in the changing environment.

UNIT III

(12 Contact Hours)

Staffing and Training: Recruitment and Selection, Methods of Manpower Search, Attracting and Selecting HR, Induction and Socialization, Manpower training and development- training need analysis, process, techniques, evaluation.

UNIT IV

(12 Contact Hours)

Performance and Compensation Management: Performance Appraisal, 360-degree Feedback, Potential Appraisal, Career and Succession Planning, Compensation-Aim and components, Factors determining pay rates, Job Evaluation, an overview of performance incentives.

UNIT V

(12 Contact Hours)

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

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

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

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

COURSE OUTCOMES

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

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

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

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

CLO4: Evaluate the various sources of corporate finance and choose the right financial mix and financing instruments.

COURSE CONTENTS

UNIT I: Introduction to Corporate Finance

(10 Contact Hours)

Various Forms of Organization, Corporations: Key Characteristics, Role of Financial Manager, The Objectives of Corporate Finance, Corporate Governance, The Time Value of Money.

UNIT II: Risk and Return Trade-offs

(10 Contact Hours)

Definition of Risk, Types of Risk, Measuring Portfolio Risk, Estimating Portfolio Risk and Return, The Relationship Between Risk and Return, Capital Asset Pricing Model, Estimation of Risk-Free Rate, Beta and Market Risk Premium.

UNIT III: The Investment Decisions

(12 Contact Hours)

Estimation of Hurdle Rates for Firms and Projects, Estimating Earnings and Cash Flow on Projects, Investment Decision Rules, Investment Analysis: Additional considerations, Investment in Non-Cash Working Capital, Investment in Cash and Marketable Securities.

UNIT IV: The Financing Decisions

(12 Contact Hours)

Overview of Financing Choices, The Financing Process, The Financing Mix: Trade-off on Theories, The Optimal Financing Mix.

UNIT V: The Dividend Decisions

(12 Contact Hours)

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

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

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

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

COURSE OUTCOMES

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

CLO1: Gain knowledge of supply chain processes to manage global and local operations

CLO2: Apply knowledge and skills to enhance efficiency and responsiveness of supply chains

CLO3: Design suitable performance metrics for supply chain performance evaluation.

CLO4: Understand the role of ICT in supply chain.

COURSE CONTENTS

Unit-I: Introduction to Supply Chain (10 Contact Periods)

Introduction to Supply Chain Management, Importance of Supply Chain Management, Logistics Vs Supply Chain, Lean and Agile Supply Chain, Efficient Vs Responsive Supply Chain, Triple-A Supply Chain

Unit-II: Inventory & Transportation Management (10 Contact Periods)

Inventory Management: Techniques, Control, Forecasting, Vendor Managed Inventory, CPFR. Transportation Management System, Multi-modal transportation, GPS and Intelligent Transport System

Unit-III: Facility Decisions (12 Contact Periods)

Supply Chain Networking: Models and Channels, Risk Analysis, Reverse Supply Chains, Supply Chain Coordination, Supply Chain Visibility

Unit-IV: Suppliers and SC Performance (12 Contact Periods)

Purchasing Vs Procurement, Make Vs Buy Decisions, Supplier Management, Kraljic Matrix., Supply Chain Performance Management: SCOR Model, Smart Supply Chains

Unit-V: Role of ICT in Supply Chains (10 Contact Periods)

Information Management in Supply Chains, Technology and Smart Supply Chains, Global Supply Chains, Industry 4.0/5.0, Application of AI and Automation in modern Supply Chains

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

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

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

COURSE LEARNING OUTCOMES

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

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

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

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

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

COURSE CONTENTS

Unit I

(10 Contact Hours)

Artificial engineering and machine learning- emerging business models, Impact of AI technologies-Digital economy canvas, predictive analytics methodology, Data preparation for AI/ML- Imputation methods

Unit II

(10 Contact Hours)

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

Unit III

(12 Contact Hours)

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

Unit IV

(12 Contact Hours)

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

Unit V

(12 Contact Hours)

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

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

- Mathew. Business Analytics for Decision Making. Pearsons
- Kumar. Business Analytics: The Science of Data - Driven Decision Making, Wiley Publication
- Jaggia, Lertwachara, Kelly, Chen. Business Analytics: Communicating with numbers by McGraw Hill

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

COURSE OUTCOMES

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

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

CLO2: The student must be able to develop a project and design a project plan with different scenarios.

CLO3: The student must be able to assess the time line and review

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(12 Contact Hours)

Risk analysis – Types and measures of project risk; steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks Techniques of Risk Analysis – Simple estimation, Sensitivity analysis, Scenario analysis, Decision tree analysis, Monte-Carlo simulation.

UNIT III

(12 Contact Hours)

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

UNIT IV

(10 Contact Hours)

Development of communication system for project implementation; Project direction, coordination and control; Network Analysis Project Evaluation: Objectives of project review and evaluation, Checklist for Project Evaluation, Performance indicators for evaluation, Abandonment analysis.

UNIT V

(12 Contact Hours)

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

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

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

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

COURSE OUTCOMES

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

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

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

CLO3: Be able to comprehend the business situations and take decisions in the complex business environment.

CLO4: Apply tools of strategic decision making in for designing grand strategy and generic strategy for different business situations.

COURSE CONTENTS

UNIT I (10 Contact Hours)

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

UNIT II (10 Contact Hours)

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

UNIT III (12 Contact Hours)

Strategic integration, Grand Strategies: Strategic Alliance, Joint venture, Mergers Acquisition and Takeovers, Diversification, Grand Strategies: Strategic Turn-around, Divestiture, Grand Strategy Selection Matrix; Generic Strategy.

UNIT IV (12 Contact Hours)

Strategic implementation: Organization Structure and Leadership, resource allocation, structuring, re-engineering; HR issues, Change management with respect to strategy, Corporate Social responsibility as a Strategy.

UNIT V (12 Contact Hours)

Strategic Evaluation and Control; Strategy Review, Strategic Evaluation and Control; Evaluation and Control- Financial and Operations Audit, Strategic Evaluation and Control; Surveillance and Assessment.

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

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

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

COURSE OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Entrepreneurial strategies & traits; entrepreneur v/s Intrapreneur, entrepreneur v/s manager. Entrepreneurial competencies, entrepreneurial culture & mobility; Entrepreneurial achievement motivation. The Entrepreneurial Venture and the Entrepreneurial Organization.

UNIT II

(10 Contact Hours)

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

UNIT III

(12 Contact Hours)

Opportunity recognition and entry strategies: New product, Partial Momentum, Sponsorship and Acquisition. The Strategic Window of Opportunity: Scanning, Positioning and Analyzing. Intellectual Property Management, Creation and Protection.

UNIT IV

(12 Contact Hours)

Opening the Window: Gaining Commitment: Techno-economic feasibility assessment; planning business process. Formulation of business plan Formulation-Traditional and business canvas approaches. E-entrepreneurship; business models and strategies; venture capital financing; angel investors. Securing investors and structuring deals; creating an organization; corporate ventures and franchising, etc. Training development programmes.

UNIT V

(12 Contact Hours)

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

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

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi
- Drucker, P.F., 'Innovation and Entrepreneurship, Heinemann', London
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi,
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans, Excel Books
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University Press, Boston.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi

- Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi
- Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, 'Entrepreneurship', Tata McGraw Hill Education Private Limited, New Delhi
- Schumpeter, J., The Theory of Economic Development, Harvard University Press, Harvard

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

COURSE OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I (10 Contact Hours)

Leadership Defined, Evolution of leadership, Leadership theories (traditional, Behavioral, contingency), types of leadership, leadership styles, leadership skills, Leadership and conflict management, Motivation and Leadership,

UNIT II (10 Contact Hours)

Understanding role of power and influence in leadership. The nature of group dynamics and its significance to life contexts; group formation and development; structural and functional variables in groups and their impact on group effectiveness.

UNIT III (12 Contact Hours)

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

UNIT IV (12 Contact Hours)

Contributing to team growth and leadership: Role of the leader, building high performance teams, providing vision and creating enthusiasm, Delegating.

UNIT V (12 Contact Hours)

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

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

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

BULDC704			Business Laws			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

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

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

COURSE CONTENTS

Unit I: Elements of Company Law

(10 Contact Hours)

Companies Act 2013: Company and Its Forms, Formation of a Company; Memorandum of Association and Articles of Association.

Unit II Elements of Company Law

(10 Contact Hours)

Raising of Capital and Commencement of Business; Prospectus, Allotment of Shares, Membership of Company, Corporate Governance and Winding Up.

Unit III: Law of Sale of Goods and Law of Negotiable Instruments

(12 Contact Hours)

Sale of Goods Act, 1930: Contract of Sale, Sale and Agreement to sell, Conditions and Warranties, Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments.

Unit IV: Law of Contract

(12 Contact Hours)

Indian Contract Act, 1872, Nature and Kinds of Contracts, Essentials of a valid Contract, Contract of Indemnity and Guarantee, Bailment and Pledge.

Unit V: The Competition Act and the Information Technology Act

(12 Contact Hours)

Competition Act, 2002: Anti-Competitive Agreements; Abuse of Dominant position; Regulation of Combinations; Competition Advocacy, Competition Commission of India; Information Technology Act, 2000: Electronic Records, Electronic Governance, Certifying Authorities, Offences and Penalties.

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

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

BULDE701			Consumer Behavior			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Understanding the impact of the digital revolution on general consumer behavior.

CLO2: Application of qualitative and quantitative research designs.

CLO3: Working in teams to understand the market problem and devising solutions on the basis of different aspects of consumer behavior.

CLO4: Analyzing the trends in consumer behaviour and applying them to the marketing of an actual product or service.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(10 Contact Hours)

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

UNIT III

(12 Contact Hours)

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

UNIT IV

(12 Contact Hours)

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

UNIT V

(12 Contact Hours)

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

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

- 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)
- 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)

BULDE703			Marketing Strategy			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1. Apply theories of consumer behavior to the formulation of effective marketing strategy.

CLO2. Identify and discuss a wide range of interesting and dynamic sales professions within the for profit and non-profit sectors of the economy.

CLO3. Understand the development of corporate strategy is influenced by strategic marketing Considerations.

CLO4. Utilize various contemporary theories, tools and techniques for developing Marketing planning decisions.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(10 Contact Hours)

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

UNIT III

(12 Contact Hours)

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

UNIT IV

(12 Contact Hours)

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

UNIT V

(12 Contact Hours)

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

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

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

BULDE705			Product and Brand Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Understand the importance of new product development.

CLO2: Evaluate the value of brands.

CLO3: Developing products and creating brands ethically.

CLO4: Apply the understanding in solving the problems.

COURSE CONTENTS

UNIT I: Product Management (10 Contact Hours)

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

UNIT II: Product Decisions (10 Contact Hours)

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

UNIT III: Foundation of Brands (12 Contact Hours)

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

UNIT IV: Creating Brands (12 Contact Hours)

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

UNIT V: Challenges (12 Contact Hours)

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

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

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

BULDE707			Digital and Social Media Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1. Understand; what is Search & Digital Media Marketing Context.

CLO2. Evaluate the impact of a digital media campaign in terms of a specific marketing objective.

CLO3. How to structure social campaigns and everyday content?

CLO4. Understand Social Media Analytics.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(10 Contact Hours)

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

UNIT III

(12 Contact Hours)

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

UNIT IV

(12 Contact Hours)

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

UNIT V

(12 Contact Hours)

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

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

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

BULDE702			Retail Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes.

CLO2: To guide the student through the development and understanding of implementing a retail strategy.

CLO3: To provide the student with the understanding of the increased use of technology in the field of retailing.

CLO4: Describe the actions taken to acquire and retain customers; produce goods and services; and measure/track financial performance.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Overview of retailing, The evolution of retail formats, Theories of retail development, Concept of retail cycle, The evolution and current issues of retail in India.

UNIT II

(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

(12 Contact Hours)

Food, Apparel and Book retailing, Pharma retailing, Telecom retailing, Health care and spa retailing, Petroleum retailing.

UNIT IV

(12 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

(12 Contact Hours)

Mall Managements, Parking Management, Retail entertainment, Multiplex retail strategy, Shopping centers, Online entertainments, E-retailing, E-Banking.

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

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

BULDE704			Marketing of Services			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Gain knowledge of service processes to manage global and local markets.

CLO2: Take decisions to increase market share by using different service marketing strategies.

CLO3: Critically evaluate the issues of service marketing.

CLO4: 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 (12 Contact Hours)

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

UNIT IV: Service Designs (12 Contact Hours)

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

UNIT V: Service Promises (12 Contact Hours)

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

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

- 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)

BULDE706			Rural Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

CLO3: Create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.

CLO4: Familiarize with the special problems of rural markets, and to understand the working of rural marketing institutions.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(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

(12 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

(12 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

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

- K.S. Habeebur Rahman, Rural Marketing, HPH
- Badi & Badi, Rural Marketing, HPH
- T. P. Gopaldaswamy, Rural Marketing, Excel Books, 2nd Edition, 2003.
- Pradeep Kashyap & Siddhartha Raut, The Rural Marketing Book, Biztantra Publications, 2006.
- Sanal Kumar, Rural Marketing, Sage Publications, 2002.
- Balamurugan 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

BULDE708			Advances in Tourism Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: To understand the key characteristics of tourism and hospitality marketing

CLO2: To analyze the tourism and hospitality business environments

CLO3: To explain the Behaviour of the tourist and business customers.

CLO4: to develop a marketing plan for an organization operating in the tourism and hospitality industry

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(10 Contact Hours)

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

UNIT III

(12 Contact Hours)

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

UNIT IV

(12 Contact Hours)

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

UNIT V

(12 Contact Hours)

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

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

- Swain, S.K. and Mishra, J.M. (2012). Tourism Principles and Practices. Oxford Publication.
- B Chand, M. (2004). Basics of tourism: theory, operation and practice. Kanishka Publishers.

- B Sharma, K. (2014). Introduction to Tourism Management. Tata McGraw-Hill Education.
- B Roday, S., Biwal, A., & Joshi, V. (2009). Tourism operations and management. Oxford University Press.
- B Walker, J. R., & Walker, J. T. (2011). Tourism concepts and practices. Pearson Education India.
- B Goeldner, C.R and Ritchie, J.R (2012). Tourism – Principles, Practices and Philosophies, John Wiley & Sons, Inc.

BULDE709			Understanding Workplaces and Industrial Psychology			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: 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.

CLO2: 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.

CLO3: 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.

CLO4: 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 (10 Contact Hours)

Organizational Psychology, Role of psychologist in Industry, Growth & development of organizational psychology in India, human factors and Industry problems,

UNIT II: Psychological Tests (10 Contact Hours)

Psychographic factors involved in employee's job performance, psychological tests in Industries: their utility, reliability and validity.

UNIT III: Attitudes in an Organization (12 Contact Hours)

Conceptual framework of attitudes: factors influencing development of attitudes, implications for organizations,

UNIT IV: Employee Morale and Job satisfaction (12 Contact Hours)

Employee morale, job satisfaction, practical implications of motivational theories, new directions in leadership research, emotional management,

UNIT V: Work Environment and Stress (12 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:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 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

BULDE711			Power and Politics in Organizations			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Basic understanding regarding dynamism of power and politics and various facets of these in organizations.

CLO2: Understanding relating to different strategies of power and its influence in decision making.

CLO3: Insight regarding ethical considerations in power and politics in organizations

CLO4: To study the impact on wellbeing of employees and organizations' productivity.

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

(12 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

(12 Contact Hours)

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

UNIT V

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

- Jeffrey Pfeffer, Managing with Power: Politics and Influence in Organizations Harvard Business Review Press
- Samuel B. Bacharach Lawler, Edward J., Power and politics in organizations Samuel B. Bacharach, Edward J. Lawler.
- Gilbert W. Fairholm, Organizational Power Politics: Tactics in Organizational Leadership, Greenwood Publishing group
- Cialdini, R. Influence: Science and Practice
- Maxwell, J. The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization

BULDE713			Negotiation Skills			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Develop the skills and techniques of a successful negotiator.

CLO2: Differentiate negotiation styles and mental models,

CLO3: To analyze their own and their partner's behavior in negotiations.

CLO4: Learn to counter manipulation and psychological press in negotiations.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Foundations of Negotiation-conflict and its management; conflict management through Negotiation; Fundamentals of Negotiation; Negotiation Performance and Ability, Negotiation Style- Developing effective negotiation style.

UNIT II

(10 Contact Hours)

Negotiation Process and Planning: Stages of Negotiation; PRAM Model of Negotiation, Key steps in Planning for Negotiations. Communication in Negotiation: Kinesthetic Communication, Persuasion and its theory; decoding communication for negotiations.

UNIT III

(12 Contact Hours)

Negotiation Strategy, Tactics and Counter Tactics; Resolving Impasse in Negotiation-Barriers in Negotiation, causes and sources of impasses, overcoming barriers and impasses; Resolving Impasse Negotiations.

UNIT IV

(12 Contact Hours)

Closing the Deal: Contracts and Negotiation-Agreement Templates, Writing Contracts, Renegotiation; Third Party Negotiation-Conciliation, mediation, arbitration, collective Bargaining, Influence of Culture and Gender on Negotiations.

UNIT V

(12 Contact Hours)

Personal Power in Negotiations- personality effect on negotiation; personal values and ethics in negotiation. Case studies and Role Plays.

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

- Rai, Himanshu, Negotiation, Tata McGraw Hill
- Lax, D. A., and Sebenius, J. K. (2006). 3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Harvard Business Press
- Lewicki, R J, Barry, B & Saunders, D M , Negotiation, McGraw-Hill
- Hal, L., Negotiation Strategies for Mutual Gains, Sage Publications.
- Spangle, M.L., and Isenhardt, M.W. Negotiation, Sage Publications
- Volkema, R.J. The Negotiation Tool Kit, Prentice Hall of India.
- Thompson, L L . Establishing trust and building a relationship' in The Mind and heart of the negotiation

BULDE715			Organizational Change and Intervention Strategies			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Appreciate the relevance and role of manager/leader in sustaining change practices for delivering change successfully in the organizations.

CLO2: Develop and implement organization change management plans across a range of scenarios.

CLO3: Understand and address the obstacles to achieve required change outcomes

CLO4: To get an insight relating to people dimension of change management.

COURSE CONTENTS

UNIT I

(10 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

(10 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

(12 Contact Hours)

Managing change with respect to Human resource management: Issues involved, Role of HRD professional in managing change.

UNIT IV

(12 Contact Hours)

Change through behaviour modification, positive and negative reinforcement, change and strategy in organizations, Role of information technology in managing change.

UNIT V

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

- 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

BULDE710			Performance and Talent Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: 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.

CLO2: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development, Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

CLO3: Understand 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.

CLO4: 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 (10 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 (12 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 (12 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 (12 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:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Dewakar Goel, Performance Appraisal & Compensation Mgt.,- A Modern Approach, PHI.
- Joseph J.Martocchio, Strategic Compensation- A HRM Approach, Pearson Publishers.
- Herman Aguinis Performance Management, Prentice Hall.
- T.V.Rao Performance Management and Appraisal Systems: HR Tools for Global Competitiveness.

- Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill.
- Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication.

BULDE712			Strategic Human Resource Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Demonstrate critical thinking skills in analyzing theoretical and applied perspectives of strategic HRM.

CLO2: Analyze critically the relationship between strategic HRM and organizational performance, including the evaluation of HRM.

CLO3: Operate as a 'strategic partner', helping their organization

CLO4: To analyze its external environment and internal capabilities and develop a strategic HR plan to enhance its long-run performance.

COURSE CONTENTS

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

Introduction to Strategic Human Resource Management, Challenges and Evolution; HR Strategies and Strategic HRM, Strategic Fit: Conceptual Framework.

UNIT II: Strategic HR Policies and Practices (10 Contact Hours)

Planning and Implementing Strategic HR policies: HR planning, Procurement, Training and Development, Compensation, Benefits, Separation, Performance Management, Job Designing.

UNIT III: Strategic Human Resource Management Evaluation (12 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 (12 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 (12 Contact Hours)

Strategy and SHRM, Mergers and Acquisitions, Downsizing, HR's role in organizational change.

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

- 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

BULDE714			Competency Mapping and Assessment			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Articulate and apply the stages of the process of Competency Mapping and profiling.

CLO2: Develop Competency framework using Competency areas, indicators and levels.

CLO3: Illustrate the integration of competency matrix to other HR functions in an organization.

CLO4: Understand the basics of Competency Mapping and Assessment in HR.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Introduction to Competency: Concept and definition of role and competency, characteristics of competency. Competency method in Human resource management: features of competency methods, historical developments.

UNIT II

(10 Contact Hours)

Using Competency profiles in HR: Competency framework: Lancaster model of managerial competencies, Stages in design and implementation of competency model, validation of competency model.

UNIT III

(12 Contact Hours)

Competency Gap Analysis: Team competencies, Role Competencies, competency identification, validation and benchmark, Competency assessment, competency mapping- strategy.

UNIT IV

(12 Contact Hours)

Mapping Job via competency model, Design of assessment centre, 360 degree feedback, Steps in development of competencies map.

UNIT V

(12 Contact Hours)

Using competency maps for competency profiling, competency based performance management, competency driven careers and competency linked remuneration, Competency Report Writing.

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

- McClelland, David Competence at Work, Spencer and Spencer.
- Shermon, Ganesh. Competency based HRM. Tata McGraw Hill.
- Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e, Sage Publications Pvt. Ltd.
- Competency Mapping: A pre- requisite for HR Excellence - by Dr. Lovy Sarikal
- Sharma, Radha. 360 degree feedback, competency mapping & assessment centers, R. Tata McGraw Hill
- The Competencies Handbook, 2005, Steve Whiddett & Sarah Hollyforde, Jaico Publishing House

BULDE716			Cross-Cultural HRM			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Appreciate the relevance and role of culture in management of human resources in an organization working in multi-cultural context.

CLO2: Develop and implement human resource management plans in varying cultural scenarios.

CLO3: Understand and address the obstacles to achieve required business outcomes

CLO4: To get an insight relating to culture and people.

COURSE CONTENTS

UNIT I (10 Contact Hours)

Global Human Resource Management, Nature and Drivers, Building strategic International HRM Capabilities.

UNIT II (10 Contact Hours)

Multiculturalism, Nature of Culture, Effects of Culture, Cultural Predispositions and Dimensions, Managing across Cultures, Culture and Performance.

UNIT III (12 Contact Hours)

HRM in Cross-Border Mergers and Acquisitions, Nature of Mergers and Acquisitions, HR Interventions and Role.

UNIT IV (12 Contact Hours)

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

UNIT V (12 Contact Hours)

HRM Practices in different countries, International Industrial Relations in a comparative perspective, Ethics and Social Responsibility.

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

- Aswathappa, K and Dash, Sadhna, international Human Resource Management, McGraw Hill
- Jackson, T. International HRM: A Cross Cultural Approach, Sage
- Vance and Paik, Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, PHI
- Monir H. Tayeb, International Human Resource Management: A Multinational Company Perspective, Oxford

BULDE717			Behavioral Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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

CLO1: Understand importance of behavioral finance as a driving force in the global markets.

CLO2: Understand the conceptual framework of behavioural finance based on traditional and modern theories

CLO3: Understand the psychological aspects and challenges underlying the issue of rational and irrational behavior

CLO4: Appreciate the impact of news and timing from the corporate angle and highlight the ramifications of effective news communication.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Basics of Behavioral Finance

Behavioral Finance: Nature, Scope, Objectives, Significance and Application. The Psychology of Financial Markets and Investor Behavior, Behavioral Finance Market Strategies, Prospect Theory and Mental Accounting - Investors Disposition Effect.

UNIT II

(10 Contact Hours)

Building Block of Behavioral Finance

Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs; Risk - Noise-trader risk; Professional arbitrage; Destabilizing informed trading - Expected Utility as a basis for decision-making - Theories

UNIT III

(12 Contact Hours)

Rationality

Ellsberg's paradoxes, Rationality from an economics and evolutionary perspective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors; Belief biases; Limited attention and categorization; Non-traditional preferences; Bubbles and systematic investor sentiment.

UNIT IV

(12 Contact Hours)

Investor Behaviour

External factors and investor behavior: Fear & Greed in Financial Market, Emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V

(12 Contact Hours)

Behavioral Corporate Finance

Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioral factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

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

1. Chandra, Behavioral Finance Paperback – 1 Jul 2017, McGraw-Hill Education.
2. Sulphey M.M., Behavioral Finance Paperback – 2014, PHI Learning Private Limited
3. Michael Mauboussin, More Than You Know-Finding Financial Wisdom in Unconventional Places, Columbia Business School Publishing, 2013
4. Williams Forbes, Behavioral finance, Wiley 2011
5. James Montier, The Little Book of Behavioural Investing: How not to be your own worst enemy, Little Books, Big Profits (UK), 2010.

BULDE719			Security Analysis and Portfolio Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

CLO3: Evaluate and review the performance of investment portfolio.

CLO4: To apply the concept to solve the problems of real world.

COURSE CONTENTS

UNIT I: Investment Environment

(10 Contact Hours)

The Investment Environment: Asset Classes and Financial Instruments, Financial Markets, Intermediaries/Investment Companies, Mutual Funds, Hedge Funds, Asset Allocation Decisions, Investment Management Process.

UNIT II: Portfolio Theory and Practice

(10 Contact Hours)

Estimating Risk and Return from Historical Records, Risk Aversion and Capital Allocation to Risky Assets, Optimal Risky Portfolio, Index Models.

UNIT III: Equilibrium in Capital Market

(12 Contact Hours)

Capital Asset Pricing Model, Arbitrage Pricing Theory and Multifactor Models of Risk and Return, Efficient Market Theory, Behavioural Finance and Technical Analysis, Style Investing.

UNIT IV: Security Analysis

(12 Contact Hours)

Fixed Income Security Analysis: Bond Price and Yield, Term Structure of Interest, Managing Bond Portfolio, Variable Income Security Analysis: Macroeconomic and Industry Analysis, Equity Valuation Models, Financial Statement Analysis, Introduction to Options, Futures and Other Derivatives.

UNIT V: Portfolio Management

(12 Contact Hours)

Portfolio Performance Evaluation, Market Timing, Style Analysis, International Diversification: Risk, Return and Benefit, Hedge Funds versus Mutual Funds, Theories of Active Portfolio Management, Value of Active Portfolio Management.

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

- Bodie, Zvi, Kane, Alex, Marcus, Alan J and Mohanty, Pitbas (2010), Investments, McGraw Hill (Special India Edition).
- Security Analysis and Portfolio Management, 6e, Donald E. Fischer and Ronald J. Jordan, Pearson, India.
- John C. Hull, (2005), Options Futures and other Derivatives, Prentice Hall, New Delhi.
- Investment Analysis and Portfolio Management, 7e, Frank K. Reilly and Keith C. Brown, Thomson South Western.
- Behavioural Finance, William Forbes, Wiley India.
- Behavioural Finance: Insights into Irrational Minds and Market, James Montier, John Wiley & Sons Ltd.

BULDE721			Sustainable Finance			Pre Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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

CLO1: Explains the potential contribution of sustainable finance to achieving the Sustainable Development Goals and appl the key sustainable finance concepts to real world sustainability-related issues in finance.

CLO2: Explains the core concepts of sustainable finance and the relevance of sustainability considerations for the key actors in the financial system.

CLO3: Describes the role that regulation and industry initiatives (self-regulation) play in shaping sustainable finance and assess ESG Risk Management.

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

COURSE CONTENTS

UNIT I (10 Contact Hours)

Introduction to Sustainable Finance; International Agreements on Climate Change and Sustainable Development; Sustainable Development Goals and importance of sustainable finance.

UNIT II (13 Contact Hours)

Key actors in Sustainable Finance; Introduction to Environmental, Social and Governance (ESG) Risk Management; The Task Force on Climate-related Financial Disclosures (TCFD)

UNIT III (13 Contact Hours)

Sustainable Finance: Policy and Regulation; An overview of Responsible and sustainable Investments; Principles of Responsible Banking and Sustainable Insurance

UNIT IV (10 Contact Hours)

Sustainable Finance Strategies and Products; The Five Pillars of Sustainable Finance; Green Bonds, Green Loans and Performance-based Instruments

UNIT V (10 Contact Hours)

Financial and Sustainability (Impact) Reporting and Communication; Carbon Pricing and trading; Renewable Energy Financing

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

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

BULDE723			Forensic Audit and Fraud Investigation			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

CLO1: Understand various aspects of Financial Frauds.

CLO2: Understand about investigation of Financial Frauds.

CLO3: Understand about detection of Financial Frauds.

CLO4: Understand practical aspects of Financial Frauds in National and International scenario.

COURSE CONTENTS

UNIT I: Definitions and Conceptual Framework (10 Contact Hours)

Definition of Fraud and Financial Fraud in general, Meaning and definition under the Companies Act, 2013 and the Criminal Procedure Code, 1973, Definition and meaning of Audit and Forensic Audit, Kinds of Fraud, Fundamentals of Forensic Audit, Forensic Audit vs Audit, Elements of frauds, Impact of frauds on the financial health of the organization, Significance of Forensic Audit, Need and Objectives of Forensic Audit.

UNIT II: Audit and Investigation

(12 Contact Hours)

Tools for handling Frauds –and conducting Forensic Audit and the Roles of the Corporate Professionals – particularly – Chartered Accountants (CAs), Cost and Management Accountants (CmAs), Company Secretaries (CSs) and Legal Professionals (Advocates) in terms of the respective Acts by which these Professions are governed, Meaning and Scope of Investigation – Investigation vs Audit – Methods & Techniques of Investigation – Red Flags, Green Flags, Financial Statements – Profit and Loss Account, Fund – Flow Analysis, Cash Flow Analysis and Balance Sheet.

UNIT III: Forensic Audit and Evidence

(12 Contact Hours)

Definition and meaning of Evidence under the Indian Evidence Act, 1872, Classification of Evidence – Oral and Documentary Evidences, Facts, Relevant Facts, Burden of Proof, Onus of Proof, Evaluation of facts, Presumption, Conclusive Proof, Circumstances when Documentary Evidences given preferences over oral evidence, Principle of Estoppels, Witness- acceptance and rejection of Evidence, Methods to prove Cases.

UNIT IV: Forensic Audit and Legal Framework

(12 Contact Hours)

Frauds and Judicial views- of Money Laundering Act, 2002, Benamy Property Act, 1988, Foreign Exchange Management Act 1999, Indian Contract Act, 1872, Income Tax Act, 1861, Indian Penal Code – 1860, SEBI Act 1992, IT Act, 2000, Penalty under the prevention of Corruption Act, 1988/ the Prevention of Corruption (Amendment) Act- 2018, United Nations Convention against Corruption (UNCAC), OECD- Guidelines for combating Frauds, The ICSI Anti- Bribery Code, Judicial Analysis and Pronouncements to control –Prevention of Financial Frauds under the aforementioned acts.

UNIT V: Prevention of Control of Financial Frauds – Case Studies and Practical Aspects

(10 Contact Hours)

Satyam Computers Limited Case, ICICI – Pune Bank Fraud Case, Andhra Pradesh Tax Case, India's First ATM Card Fraud, PNB Fraud Case, Sahara India Scam, Jet Airways Case, Saradha Chit Fund Scam, Ketan Parekh – Scam and Relevant Judicial Pronouncements and Case laws.

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

- Essential of Forensic Accounting – Crain -John Wiley and Sons
- Case Studies in Forensic Accounting and Fraud Auditing – Crumbly, D. Lary – CCH Inc.
- Contemporary on Law on Oral and Documentary Evidence- C.D Field- IIIIBC Webstore
- Student's Handbook in Forensic Accounting – Apurva Joshi – Lulu.com
- The Modern Law of Evidence – Adrian Keane and Paul Mckeown - Oxford
- Forensic Analytics: Methods and Techniques for Forensic Accounting Investigations – Mark J Nigrini – Wiley Corporate F&A
- Forensic Accounting: What the World's Best Forensic Accountants know What you don't – Greg Shields
- Fraud Examination Case Book with Documents – A Hands on Approach – William H. Beeckan, Clark A. Beeckan – Wiley & sons

- Forensic Accounting for Dummies - Frimette Kass-Shraibman & Vijay S. Sampath – John Wiley and Sons
- IT Auditing using Controls to protect Information Assets – Chris Davis & Mike Schiller – The McGraw Hill Companies
- Cyber Security – Nina Godbole – John Wiley and Sons
- Financial Statement Fraud – William H. Beeckan & Clark A. Beeckan - John Wiley & Sons
- Forensic Audit – Kamal Garg – Bharat Law House Pvt. Ltd
- Fraud Auditing and Forensic Accounting – Tommie W. Singleton and Aaron J. Singleton – John Wiley & Sons

BULDE718			Strategic Corporate Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Recognize the key strategic decisions that are taken by the financial professionals in the company.

CLO2: Understand the philosophy and the underlying principles of capital allocation in a company.

CLO3: Develop ability to assess the performance of existing projects and make strategic choices.

CLO4: Understand the various steps involved in mergers, acquisitions and divestitures decision and conduct M&A analysis.

COURSE CONTENTS

UNIT I: Findings Sources of Value (10 Contact Hours)

Why Shareholder Value? Performance Measurement Pitfalls, Measuring Economic Profit and Value, Analyzing Corporate Portfolio, Cost of Capital: Calculation Pitfalls, Value Based Strategies and Tactics.

UNIT II: Strategic Capital Management (10 Contact Hours)

Defining Company Capital Allocation Philosophy and Targets, Strategic Capital Allocation and Benchmarking, Capital Management, Funding Capacity Analysis.

UNIT III: Mergers, Acquisitions and Divestiture (13 Contact Hours)

Mergers & Acquisition Overview, Drivers of Successful Acquisitions, Process of Acquisition, Steps in an Acquisition, Valuation for Mergers and Acquisitions, Analyzing Management and Leveraged Buyouts, Divestiture Strategies: Motives and Process.

UNIT IV: Cash and the Optimal Capital Structure (13 Contact Hours)

Cost and Benefit of Excess Cash, Cash and Optimal Capital Structure, Value-Based Financing Policy, Raising Equity Capital, Raising Debt Capital, Dividends and Buybacks, Stock Liquidity and Illiquidity: Implications and Solutions.

UNIT V: Strategic Risk Management (10 Contact Hours)

Types of Risk, The Value of Risk Management, Mapping and Modeling Risk, Hedging Alternative Exposure, Putting Risk Management into Practice, Corporate Governance and Risk Management, Standard for Monitoring Risk, Enterprise Risk Management: Benefits and Components.

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

- Strategic Corporate Finance: Applications in Valuation and Capital Structure, 1e, Justin Pettit, Wiley, 2007.
- Corporate Finance: Theory and Practice, 2e, Aswath Damodaran, Wiley Student Edition, 2009.
- Management Between Strategy and Finance: The Four Seasons of Business, Burkhard Schwenker and Klaus Spremann, Springer, 2010.
- Strategic Financial Management Casebook: 1e, Rajesh Kumar, Academic Press, 2016.

BULDE720			Business Valuation, Mergers and Acquisitions			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Understand how to find a deal for M&A from the available options.

CLO2: Able to do the valuation of the company to put a price on the company.

CLO3: Get familiar with evidence on the best practices with respect to M&A.

CLO4: Implement the knowledge for organization growth.

COURSE CONTENTS

UNIT I: Introduction to Business Valuation (10 Contact Hours)

The Nature of Major Investment Decisions, Project Valuation Vs. Enterprise Valuation, Dealing with Complexities: Process and Discipline, Approaches to Valuation.

UNIT II: Enterprise Valuation (10 Contact Hours)

Enterprise Discounted Cash Flow (DCF) Models, Relative Valuation Using Market Comparables, Hybrid Valuation Approach, Sensitivity Analysis, Adjusted Present Value (APV) Method Vs Traditional WACC Method of Valuation.

UNIT III: Special Cases in Valuation (12 Contact Hours)

Valuation of Intangible Assets, Valuation of Start-Up Firms, Valuation of Money Losing Companies, Valuation of Natural Resource Company, Valuation of High-Tech Companies, Valuation of Sum of the Part Companies with Several Different Business Lines.

UNIT IV: Mergers & Acquisitions Environment (12 Contact Hours)

Overview of Mergers and Acquisition Industry Globally, History of M&A, Key Stakeholders in M&A, Empirical Evidence on Value Effect of M&A, How to Make M&A Pay, How "Serial Acquirer Create Value", Regulation of M&A.

UNIT V: Mergers and Acquisition Process (12 Contact Hours)

M&A Motives, Buyers Preparation for Deal, Seller's Preparation for Deal, M&A Deal Process, Due Diligence, Valuation and Pricing the Deal, Integration Planning, Closing the Deal, Post Deal M&A Issue, Financing Issues in M&A, Analyzing Management & Leveraged Buyout.

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

- Mergers and Acquisitions Basics: The Key Steps of Acquisitions, Divestiture and Investments, Michael E.S. Frankel, John Wiley & Sons, USA.
- Corporate Valuation: A Guide for Analysts, Managers, and Investors, Prasanna Chandra, McGraw Hill Education, India.
- Valuation: Analyzing Global Investment Opportunities, Sheridan Titman, John D. Martin, V. Ravi Anshuman, Pearson Education.
- Corporate Finance: Theory and Practice, 2e, Aswath Damodaran, Wiley Student Edition, 2009.
- Strategic Corporate Finance: Applications in Valuation and Capital Structure, 1e, Justin Pettit, Wiley, 2007.

BULDE722			International Financial Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Understand international capital and foreign exchange market.

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

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

CLO4: Implement the knowledge for organization growth.

COURSE CONTENTS

UNIT I

(10 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

(10 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

(12 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

(12 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

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

- 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

BULDE724			Financial Derivatives and Risk Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

CLO2: To develop competencies in pricing, hedging and trading strategies of derivatives.

CLO3: To identify, measure and manage the financial risk.

CLO4: Implement the knowledge for organization growth.

COURSE CONTENTS

Unit I (10 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 (10 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 (12 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 (12 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 (12 Contact Hours)

Credit Derivatives: CDOs/CLOs, Lessons from 2008 Global financial crisis, Contemporary developments in financial and weather derivatives.

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

- 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.

BUL6017			Business Communication			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(8 Contact Hours)

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

UNIT II

(12 Contact Hours)

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

UNIT III

(12 Contact Hours)

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

UNIT IV

(6 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

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

BUL6091			Statistical Methods for Management Decisions			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CO1: To explain basic and advance statistical concepts in the applied form with real time problems of business world.

CO2: Based on the acquired knowledge, to interpret the meaning of the estimated statistical parameters/indicators independently for effective policy formulation.

CO3: To apply different measuring and relevant tools/ methods for data cases & real time business problems, compute and analyze the results of different estimations/models with hands on experience.

CO4: To apply knowledge to solve simple tasks using computer and be able to perform a basic statistical modelling using computer software like SPSS/GRETLE/E-Views.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Collection of Data, Presentation of Data, Measures of Central tendency, Measures of variation and Skewness. Types of Correlation - Measures of Correlation – Properties & types, Partial & Multiple Correlations and applications Regression analysis - Regression lines - Regression coefficient, Multiple Regression Analysis and applications.

UNIT II

(9 Contact Hours)

Time Series Analysis , Components Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting , Methods of Business Forecasting.

UNIT III

(10 Contact Hours)

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

UNIT IV

(10 Contact Hours)

Testing of Hypothesis, Testing Hypothesis - Null and alternate hypothesis - Interpreting the level of significance - Hypotheses are accepted and not proved, selecting a Significance Level - Preference of Type-I error - Preference of Type-II error.

UNIT V

(10 Contact Hours)

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

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

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

BUL6271			Corporate Financial Reporting and Decision Making			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

CO2: Evaluate financial statements for strategic decision making.

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

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

COURSE CONTENTS

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

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

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

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

UNIT III: Consolidated Financial Statements (10 Contact Hours)

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

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

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

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

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

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

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

BUL6062			Managerial Economics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

CO3: Students will be able to appraise, understand and use information captured from economic articles and debates published or telecasted in serious print and electronic media.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Nature and scope of Managerial economics; Demand and supply; factors determining demand and supply; law of demand and supply; market equilibrium; application of equilibrium price in business and pricing decision.

UNIT II

(9 Contact Hours)

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

UNIT III

(10 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

Bain's limit pricing theory of price determination followed by Marris and Williamson approaches. Behavioral Approach of Cyert and March to determine managerial decision making. Effectiveness of Monetary and Fiscal policies Business Cycles- types, nature, patterns & causes of business cycles.

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

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

BUL6034			Marketing Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

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

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Definition & Concepts of Marketing Management, Marketing Mix, Extended Marketing Mix, Holistic marketing, Value concept of Marketing Customer Value Delivery process, Value based models of marketing, Scanning Marketing Opportunities.

UNIT II

(10 Contact Hours)

Customer Insight and Market Insight: Dynamics of competitors, Company and Complimentary, Marketing research, Introduction to Marketing metrics.

UNIT III

(10 Contact Hours)

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

UNIT IV

(9 Contact Hours)

Price: Setting the price, Pricing components, and strategies, Marketing through Distribution channel, Channel Design, Retailing and Wholesale, Managing Services and Customer Services.

UNIT V

(10 Contact Hours)

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

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

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

BUL6021			Organization Behaviour			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CO1: Understand the management concept and how functions.

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

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

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

COURSE CONTENTS

UNIT I

(9 Contact Hours)

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

UNIT II

(9 Contact Hours)

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

UNIT III

(10 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

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

BUL6171			Economic Environment for Managers			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CO1: Distinguish between micro and macro environmental factors.

CO2: Explain economic and non-economic environments in India.

CO3: Understand the effect of various government policies, regulations and laws on the business environment.

CO4: Understand the global business environment and its effect on domestic business environment.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

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

UNIT II

(08 Contact Hours)

Economic Environment of Business: Economic environment – Economic and non -economic environment – recent developments in Indian Economy. Economic development of India. Union Budget– deficit Budgets, budget -deficit and debt.

UNIT III

(10 Contact Hours)

Non – Economic Environmental Factors: Non-Economic and Natural environment; environmental protection and sustainable development – environmental degradation-environmental, Environmental Legislations, Environmental policy – instruments, global warming, terrorism, nuclear proliferation, natural disasters. Startup policies and provisions in India.

UNIT IV

(10 Contact Hours)

Regulatory Environment: Industrial policy – export import policy – trade liberalization – industrial (D&R) act; industrial licensing – competition Law – consumer protection act – its key provisions. Natural Environment: Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development

UNIT V

(10 Contact Hours)

Global Business Environment: Environment in developed, developing and emerging countries – WTO; agreements and issues: Global outsourcing; MNCs and FDIs. India tryst with FTA's. Contemporary issues; financial crisis, world-wide recession, sovereign debt crisis, dumping of goods – anti dumping measures. Global business ethics and values.

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

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

BUL6093			Research Methodology Applications with SPSS			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
1	0	4	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CO1: Develop basic proficiency in conducting business research.

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

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

COURSE CONTENTS

UNIT I

(9 Contact Hours)

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

UNIT II

(9 Contact Hours)

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

UNIT III

(10 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

- 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, Cengage Learning.

BUL6033			Marketing Decision Making			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CO1: Understand the dimension of marketing problems and issues and how decision is taken at national and global level.

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

CO3: Leant about retailing and its contribution in economic development.

CO4: Learn about sales management and decision making.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Strategic Planning and its characteristics; Marketing Process and Marketing Plan; Organizational Marketing and its components; Conducting marketing research – Process and Barriers; Competitive Intelligence System; MKIS, DSS, MIS; Demand Forecasting and Measurement.

UNIT II

(10 Contact Hours)

Global Marketing Strategies – Selecting a Potential Market, Impact of Global Environment, Methods of entering in new markets; types of marketing organization; developing global marketing strategies; Ethical and Social dimensions in marketing.

UNIT III

(10 Contact Hours)

Marketing of services – types and strategies; market budget and costs – steps in marketing cost analysis, customer profitability analysis, production and efficiency; New Product Development – challenges, stages, managing brands: brand value, types, branding strategic decisions, brand equity, packaging and labelling.

UNIT IV

(9 Contact Hours)

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

UNIT V

(10 Contact Hours)

Personal Selling and Sales Management: Sales force management, Selling Process, Sales budget and Sales quota, defining Sales Territory, Sales meetings and contests.

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

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

BUL6047			Managerial Accounting and Decision Making			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I: Basic Conceptual Framework

(10 Contact Hours)

Basic Concepts – Present Business Environment – Definition of Management / Managerial Accounting – Scope of Management Accounting – Functions of Management Accounting - Functions and Role of Management Accountant – Management Accounting vs Financial Accounting – Management Accounting vs Cost Accounting – Cost Concepts –Product & Period Cost – Controllable and Non-Controllable Cost- Conversion Cost – Committed Cost- Financial & Non-financial costs – Classification of Cost – Element wise – Function wise – Behavior wise – techniques for separation of Costs, Emergence and concept of Strategic Cost management, Limitations of Traditional cost, cost management, Traditional VS Strategic Cost Management.

UNIT II: Cost Management Methods and Techniques

(10 Contact Hours)

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

UNIT III: Decision Making

(8 Contact Hours)

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

UNIT IV: Management Control

(10 Contact Hours)

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

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

(10 Contact Hours)

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

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

- 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

BUL6092			Decision Models and Optimization			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(9 Contact Hours)

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

UNIT II

(9 Contact Hours)

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

UNIT III

(10 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

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

BUL6023			Management of Organizations			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

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

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Management: Nature & Functions; Development of Management thoughts; Functions of Management, Behavioural Issues in Management of Organizations, Understanding the fit between the individuals and management of organizations.

UNIT II: Managing Human Resources

(9 Contact Hours)

HRM-concept and philosophy, Need for HRM-nature and scope, Job Analysis-nature and methods of collecting information, Corporate objectives and Human Resource Planning-concept need quantitative and qualitative dimensions, HRM in the changing environment.

UNIT III: Staffing and Training

(10 Contact Hours)

Recruitment and Selection, Methods of Manpower Search, Attracting and Selecting HR, Induction and Socialization, Manpower training and development- training need analysis, process, techniques, evaluation.

UNIT IV: Performance and Compensation Management

(10 Contact Hours)

Performance Appraisal, 360-degree Feedback, Potential Appraisal, Career and Succession Planning, Compensation-Aim and components, Factors determining pay rates, Job Evaluation, an overview of performance incentives.

UNIT V: Human Resource Development and Industrial Relations

(10 Contact Hours)

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

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

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

BUL6037			Digital and Social Media Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

CO3. How to structure social campaigns and everyday content?

CO4. Understand Social Media Analytics.

CO5. Exploring various business model for digital marketing.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

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

UNIT II

(10 Contact Hours)

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

UNIT III

(9 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

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

BUL6042			Corporate Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

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

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

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

COURSE CONTENTS

UNIT I: Introduction to Corporate Finance

(9 Contact Hours)

Various Forms of Organization, Corporations: Key Characteristics, Role of Financial Manager, The Objectives of Corporate Finance, Corporate Governance, The Time Value of Money.

UNIT II: Risk and Return Trade-offs

(9 Contact Hours)

Definition of Risk, Types of Risk, Measuring Portfolio Risk, Estimating Portfolio Risk and Return, The Relationship Between Risk and Return, Capital Asset Pricing Model, Estimation of Risk-Free Rate, Beta and Market Risk Premium.

UNIT III: The Investment Decisions

(12 Contact Hours)

Estimation of Hurdle Rates for Firms and Projects, Estimating Earnings and Cash Flow on Projects, Investment Decision Rules, Investment Analysis: Additional considerations, Investment in Non-Cash Working Capital, Investment in Cash and Marketable Securities.

UNIT IV: The Financing Decisions

(9 Contact Hours)

Overview of Financing Choices, The Financing Process, The Financing Mix: Trade-off on Theories, The Optimal Financing Mix.

UNIT V: The Dividend Decisions

(9 Contact Hours)

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

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

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

BUL6051			Supply Chain Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CO1: Gain knowledge of supply chain processes to manage global and local operations

CO2: Apply knowledge and skills to enhance efficiency and responsiveness of supply chains

CO3: Design suitable performance metrics for supply chain performance evaluation.

COURSE CONTENTS

Unit-I: Introduction to Supply Chain (8 Contact Periods)

Introduction to Supply Chain Management, Importance of Supply Chain Management, Logistics Vs Supply Chain, Lean and Agile Supply Chain, Efficient Vs Responsive Supply Chain, Triple-A Supply Chain

Unit-II: Inventory & Transportation Management (12 Contact Periods)

Inventory Management: Techniques, Control, Forecasting, Vendor Managed Inventory, CPFR. Transportation Management System, Multi-modal transportation, GPS and Intelligent Transport System

Unit-III: Facility Decisions (10 Contact Periods)

Supply Chain Networking: Models and Channels, Risk Analysis, Reverse Supply Chains, Supply Chain Coordination, Supply Chain Visibility

Unit-IV: Suppliers and SC Performance (10 Contact Periods)

Purchasing Vs Procurement, Make Vs Buy Decisions, Supplier Management, Kraljic Matrix., Supply Chain Performance Management: SCOR Model, Smart Supply Chains

Unit-V: Role of ICT in Supply Chains (8 Contact Periods)

Information Management in Supply Chains, Technology and Smart Supply Chains, Global Supply Chains, Industry 4.0/5.0, Application of AI and Automation in modern Supply Chains

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

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

BUL7521			Artificial Intelligence and Machine Learning for Managers			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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

CO1: To know the fundamental concepts and advanced techniques of AI and ML.

CO2: Learning datasets by solving business functions using various software tools.

CO3: Learning business situations where the use of Analytics can become a powerful differentiator

COURSE CONTENTS

Unit I

(9 Contact Hours)

Artificial engineering and machine learning- emerging business models, Impact of AI technologies-Digital economy canvas, predictive analytics methodology, Data preparation for AI/ML- Imputation methods

Unit II

(9 Contact Hours)

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

Unit III

(10 Contact Hours)

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

Unit IV

(10 Contact Hours)

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

Unit V

(10 Contact Hours)

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

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

- Mathew. Business Analytics for Decision Making. Pearsons
- Kumar. Business Analytics: The Science of Data - Driven Decision Making, Wiley Publication
- Jaggia, Lertwachara, Kelly, Chen. Business Analytics: Communicating with numbers by McGraw Hill

BUL7511			Project Planning, Appraisal and Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CO1: 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.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

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

UNIT II

(10 Contact Hours)

Risk analysis – Types and measures of project risk; steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks Techniques of Risk Analysis – Simple estimation, Sensitivity analysis, Scenario analysis, Decision tree analysis, Monte-Carlo simulation.

UNIT III

(10 Contact Hours)

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

UNIT IV

(9 Contact Hours)

Development of communication system for project implementation; Project direction, coordination and control; Network Analysis Project Evaluation: Objectives of project review and evaluation, Checklist for Project Evaluation, Performance indicators for evaluation, Abandonment analysis.

UNIT V

(10 Contact Hours)

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

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

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

BUL7011			Strategic Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(9 Contact Hours)

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

UNIT II

(10 Contact Hours)

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

UNIT III

(10 Contact Hours)

Strategic integration, Grand Strategies: Strategic Alliance, Joint venture, Mergers Acquisition and Takeovers, Diversification, Grand Strategies: Strategic Turn-around, Divestiture, Grand Strategy Selection Matrix; Generic Strategy.

UNIT IV

(9 Contact Hours)

Strategic implementation: Organization Structure and Leadership, resource allocation, structuring, re-engineering; HR issues, Change management with respect to strategy, Corporate Social responsibility as a Strategy.

UNIT V

(10 Contact Hours)

Strategic Evaluation and Control; Strategy Review, Strategic Evaluation and Control; Evaluation and Control- Financial and Operations Audit, Strategic Evaluation and Control; Surveillance and Assessment.

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

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

BUL7541			Leadership and Team Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CO1: Students will be to understand and apply leaders' role in implementing and managing change; motivation and communication strategies to manage team performance effectively.

CO2: Students will be able to analyze the role of leaders in effective group performance and impact of leader's style on each member as well as teams as a whole performance.

CO3: Decision making skills will be inculcated among the students to gather, assess, and use information to make informed and well-reasoned decisions as a leader

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Leadership Defined, Evolution of leadership, Leadership theories (traditional, Behavioral, contingency), types of leadership, leadership styles, leadership skills, Leadership and conflict management, Motivation and Leadership,

UNIT II

(10 Contact Hours)

Understanding role of power and influence in leadership. The nature of group dynamics and its significance to life contexts; group formation and development; structural and functional variables in groups and their impact on group effectiveness.

UNIT III

(10 Contact Hours)

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

UNIT IV

(9 Contact Hours)

Contributing to team growth and leadership: Role of the leader, building high performance teams, providing vision and creating enthusiasm, Delegating.

UNIT V

(10 Contact Hours)

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

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

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

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

COURSE OUTCOMES

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

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

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

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

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

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Entrepreneurial strategies & traits; entrepreneur v/s Intrapreneur, entrepreneur v/s manager. Entrepreneurial competencies, entrepreneurial culture & mobility; Entrepreneurial achievement motivation. The Entrepreneurial Venture and the Entrepreneurial Organization.

UNIT II

(9 Contact Hours)

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

UNIT III

(10 Contact Hours)

Opportunity recognition and entry strategies: New product, Partial Momentum, Sponsorship and Acquisition. The Strategic Window of Opportunity: Scanning, Positioning and Analyzing. Intellectual Property Management, Creation and Protection.

UNIT IV

(10 Contact Hours)

Opening the Window: Gaining Commitment: Techno-economic feasibility assessment; planning business process. Formulation of business plan Formulation-Traditional and business canvas approaches. E-entrepreneurship; business models and strategies; venture capital financing; angel investors. Securing investors and structuring deals; creating an organization; corporate ventures and franchising, etc. Training development programmes.

UNIT V

(10 Contact Hours)

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

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

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

BUL7019			Business Laws			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

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

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

COURSE CONTENTS

Unit I: Elements of Company Law (9 Contact Hours)

Companies Act 2013: Company and Its Forms, Formation of a Company; Memorandum of Association and Articles of Association.

Unit II Elements of Company Law (10 Contact Hours)

Raising of Capital and Commencement of Business; Prospectus, Allotment of Shares, Membership of Company, Corporate Governance and Winding Up.

Unit III: Law of Sale of Goods and Law of Negotiable Instruments (9 Contact Hours)

Sale of Goods Act, 1930: Contract of Sale, Sale and Agreement to sell, Conditions and Warranties, Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments.

Unit IV: Law of Contract (10 Contact Hours)

Indian Contract Act, 1872, Nature and Kinds of Contracts, Essentials of a valid Contract, Contract of Indemnity and Guarantee, Bailment and Pledge.

Unit V: The Competition Act and the Information Technology Act (10 Contact Hours)

Competition Act, 2002: Anti-Competitive Agreements; Abuse of Dominant position; Regulation of Combinations; Competition Advocacy, Competition Commission of India; Information Technology Act, 2000: Electronic Records, Electronic Governance, Certifying Authorities, Offences and Penalties.

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

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

BUL7512			Corporate Governance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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

CO1: To understand key concepts in the area of corporate governance.

CO2: To provide an understanding on legal enforcement for management of corporate health in the interest of shareholder & public.

CO3: Gain knowledge about corporate governance and its relevance of in the business environment

COURSE CONTENTS

UNIT I (09 Contact Hours)

Corporate Governance Corporate governance – meaning, objectives, need. Importance, principles, corporate governance and organization success. Corporate governance in India.

UNIT II (09 Contact Hours)

Levels of Governance Structure Corporate governance and role, responsibilities and powers – Board of Directors, Corporate Management Committee and Divisional Management Committee.

UNIT III (10 Contact Hours)

Corporate Governance Forums CII code on corporate governance – features, Various Corporate Governance forums – CACG, OECD, ICGN AND NFCG.

UNIT IV (10 Contact Hours)

Role of Board of Directors in Corporate Governance Corporate board of Management, structure and composition of the board, Types of board and directors, Size of the board, Powers of the board of directors, responsibilities, functions of the board, code of conduct for board members, training for the board of directors, effectiveness of the board members, effectiveness and powers of the board.

UNIT V (10 Contact Hours)

Model working of corporate governance – Board Structure, role and responsibilities of directors, Rights and responsibilities of shareholders, ownership of independent directors – Indian Scenario, corporate governance summary, corporate governance rating.

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

- Dr. Neeru Vasishth and Dr. Namita Rajput - Corporate Governance values and ethics, Taxmann Publications Pvt Ltd, New Delhi.
- Taxmann - Corporate Governance, Indian Institute of Corporate Affairs.
- A.C.Fernando, K.P.Muralidharan & E.K.Satheesh – Corporate Governance, Principles, Policies and Practices, Pearson Education.
- V. Balachandran V. Chandrasekaran - Corporate Governance Ethics and Social Responsibility.
- S K Mandal - Ethics in Business and Corporate Governance.

BUE7253			Consumer Behavior			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

CO2: Application of qualitative and quantitative research designs.

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

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

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

COURSE CONTENTS

UNIT I

(9 Contact Hours)

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

UNIT II

(9 Contact Hours)

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

UNIT III

(10 Contact Hours)

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

UNIT IV

(10 Contact Hours)

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

UNIT V

(10 Contact Hours)

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

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

- 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)
- 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)

BUE7254			Marketing Strategy			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

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

CO2. Identify and discuss a wide range of interesting and dynamic sales professions within the for profit and non-profit sectors of the economy.

CO3. Understand the development of corporate strategy is influenced by strategic marketing Considerations.

CO4. Utilize various contemporary theories, tools and techniques for developing Marketing planning decisions.

CO5. Develop a marketing plan that includes the various marketing mix elements of Product / service planning, pricing, distribution and promotion.

COURSE CONTENTS

UNIT I (10 Contact Hours)

Market Scope,, Market sizing and trend analysis, Market potential, Market demand, Market share & Market Volume metrics
Market Size of Wearable Technologies, Online Value Proposition, Customer loyalty, Customer loyalty metrics.

UNIT II (10 Contact Hours)

Online marketing mix Impact of Digital Technology on Consumer Behaviour, Usage Management, Cross Sell, Retention Management, Price Management, Marketing Intelligence from User's Online Data, Managing consumer demand, Analytics Ecosystem, Acquiring consumers, Engaging consumers, Measuring and Optimizing Marketing expenditure.

UNIT III (12 Contact Hours)

Big Data, Machine Learning, & Cloud Computing in Marketing strategy , Mobile Services, Social Listening feedback Mechanism, IT Consumerization, AI in Customer Services, Sales, and Marketing. Develop strategies for using AI and ML to increase revenue, lower cost, boost customer satisfaction, and expand the possibilities of how your organization engages its customers.

UNIT IV (8 Contact Hours)

Platform Marketing Strategy- Network Effect, Architecture, Disruption, Launch, Monetization, Openness, Governance, Metrics.

UNIT V (8 Contact Hours)

Product Development Process, Neuro Marketing Strategy, AI – Solving Marketing Problems, Attention, Persuade, Strategic Role Onboard.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Marketing 2nd edition, Grewal & Levy- MC Graw Hill, ISBN-9780071332750.
- Marketing Management 5th edition Indian Context, Ramaswamy & Namakumari, MC Graw Hill, ISBN-9781259026416
- Market Based Management Strategies for growing customer value and profitability 5th edition, Roger J. Best, ISBN 812032806X
- Strategic Marketing 2nd edition, Anderson & Vincze, ISBN-8177225731
- Jim Sterne, Artificial Intelligence for Marketing, Wiley.
- Bart, Baesens, Analytics of Big data world, Wiley
- Eric Siegel, Predictive Analytics, Wiley

BUE7256			Product and Brand Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the importance of new product development.

CO2: Evaluate the value of brands.

CO3: Developing products and creating brands ethically.

COURSE CONTENTS

UNIT I: Product Management (9 Contact Hours)

Opportunity Identification, Concept Generation, Concept Evaluation, Technical Development, Market Planning.

UNIT II: Product Decisions (10 Contact Hours)

Understanding PLC stages, Identification and Revitalization of Weak Products and Services, Evaluation of Weak Products/Services and Elimination Strategies, Organizational Arrangements for Developing, Managing and Eliminating Products and Services.

UNIT III: Foundation of Brands (9 Contact Hours)

Brands, Branding, Brand Users, Brand Value, Brand Loyalty, Brand Equity.

UNIT IV: Creating Brands (10 Contact Hours)

New Brand creating, Maintaining Brand Positioning, Extending, Partnering, Managing Brand Portfolios, Brand Innovations.

UNIT V: Challenges (10 Contact Hours)

Global Branding, Corporate Branding, B2B Branding, Services Branding, Brands Crisis, Ethics and Brands.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Brand Management: Co-creating Meaningful Brands by Michael Beverland (Sage Publications)
- New Product Planning by Kenneth B Kahn (Sage Publications)
- Product Lifecycle Management by Antti Saaksvuori and Anselmi Immonen (Springer)

BUE7257			Integrated Marketing Communication			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Know how IMC fits into the marketing mix; and obtain a practical, real-world application of IMC theory.

CO2: Understand how the communications process fits into and works with consumer behavior with emphasis on the consumer decision making process.

CO3: Develop an awareness of the connection between marketing communications tools, and how each can be used effectively-individually or in an integrated mix.

COURSE CONTENTS

Unit I

(9 Contact Hours)

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour.

UNIT II

(10 Contact Hours)

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB).

UNIT III

(9 Contact Hours)

Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

UNIT IV

(10 Contact Hours)

Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.

UNIT V

(10 Contact Hours)

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill
- Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
- Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
- Advertising Management, Aakar, Batra and Myers, Prentice
- Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
- Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
- Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

BUE7251			Retail Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes.

CO2: To guide the student through the development and understanding of implementing a retail strategy.

CO3: To provide the student with the understanding of the increased use of technology in the field of retailing.

CO4: Describe the actions taken to acquire and retain customers; produce goods and services; and measure/track financial performance.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Overview of retailing, The evolution of retail formats, Theories of retail development, Concept of retail cycle, The evolution and current issues of retail in India.

UNIT II

(10 Contact Hours)

Information gathering and processing in Retailing, Types of retailer, Types of ownerships, Understanding consumers, strategic planning in retailing, Trading area analysis, Reilly's Law, Huff's Law.

UNIT III

(9 Contact Hours)

Food, Apparel and Book retailing, Pharma retailing, Telecom retailing, Health care and spa retailing, Petroleum retailing.

UNIT IV

(10 Contact Hours)

Financial dimensions, Operational dimensions, Pricing strategy, communication strategy, Merchandise Management, Buying systems, Store layout, Design and Visual merchandising, Store loyalty, Technology in retailing.

UNIT V

(10 Contact Hours)

Mall Managements, Parking Management, Retail entertainment, Multiplex retail strategy, Shopping centers, Online entertainments, E-retailing, E-Banking.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Berman & Evans, Retail Management, PHI
- Levy & Weitz. Retail Management, TMH
- Levy & Weitz, 2005, Retailing, TMH
- A J Lamba, 2006, The Art of Retailing, TMH 3.
- Patrick M. Dunne and Robert F. Lusch ,2005, Retailing, Thomson Learning
- Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books

BUE7038			Marketing of Services			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Gain knowledge of service processes to manage global and local markets.

CO2: Take decisions to increase market share by using different service marketing strategies.

CO3: Critically evaluate the issues of service marketing.

CO4: Apply service marketing concepts ethically to decrease the cost and increase the value to customers.

COURSE CONTENTS

UNIT I: Introduction to Service Sector (10 Contact Hours)

Introduction, Service sector and GDP, services versus goods marketing, services marketing mix.

UNIT II: Customer Perspective (10 Contact Hours)

Service quality model, role of consumer in services, service expectations, delighting customer.

UNIT III: Evaluating and Delivering Services (10 Contact Hours)

Service encounters, services marketing research tools, relationship marketing, customer pyramid, relationship bonds.

UNIT IV: Service Designs (9 Contact Hours)

Service recovery, service blueprint, service standards, physical evidence, servicescapes.

UNIT V: Service Promises (9 Contact Hours)

Services triangle, integrated services marketing communications, managing demand and capacity.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 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)

BUE7255			Rural Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Gain Conceptual knowledge about rural marketing with special reference to Indian context and will gain insight on development of the field of Rural Marketing.

CO2: Review the substantive models and theories and how they can be used to promote business in rural areas.

CO3: Create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.

CO4: Familiarize with the special problems of rural markets, and to understand the working of rural marketing institutions.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Rural Economy - Rural - Urban Disparities, Policy Interventions, Rural Face to Reforms, The Development Exercises in last few Decades, Rural Marketing Index, Legal Framework of Rural Marketing, Role of Government in Rural Development, Agriculture Credit and Crop Insurance.

UNIT II

(10 Contact Hours)

Rural Marketing, Concept and Scope, Nature of Rural Markets and Attractiveness, Rural vs. Urban Marketing, Characteristics of Rural Market Environment, Rural Consumers, Buying Decision Process, Rural Marketing Information System, Potential and Size of Rural Markets.

UNIT III

(9 Contact Hours)

Selection of Markets, Product Strategy, Product Mix Decisions, Competitive Product Strategies for Rural Markets. Marketing of Agriculture Inputs, Problems in Rural Marketing.

UNIT IV

(10 Contact Hours)

Pricing Strategy - Pricing Policies, Innovative Pricing Methods for Rural Markets, Promotion Strategy; Appropriate Media - Designing Right Promotion Mix - Promotional Campaigns, Mobile Trading in Rural Marketing.

UNIT V

(10 Contact Hours)

Distribution - Logistics Management - Problems Encountered - Selection of Appropriate Channels - New Approaches To Reach Out Rural Markets – Electronic Choupal Applications; Rural Integration, Contract Farming, Marketing Development And Planning.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- K.S. Habeebur Rahman, Rural Marketing, HPH
- Badi & Badi, Rural Marketing, HPH
- T. P. Gopaldaswamy, Rural Marketing, Excel Books, 2nd Edition, 2003.
- Pradeep Kashyap & Siddhartha Raut, The Rural Marketing Book, Biztantra Publications, 2006.
- Sanal Kumar, Rural Marketing, Sage Publications, 2002.
- Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008
- K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers, 2007.
- CSG Krishnamacharylu & Laitha Ramakrishna, RURAL MARKETING, Pearson Education Asia, 2009
- Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi
- Agarwal A. N., Indian Economy, Vikas Publication, New Delhi, 6.
- Ruddar Dutt Sundaram, Indian Economy, Tata McGraw Hill. Publishers, New Delhi

BUE7252			Social Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the value of behavior change for social good.

CO2: Analyze the social issues and their solutions.

CO3: Implement social marketing strategies.

COURSE CONTENTS

UNIT I: Introduction

(9 Contact Hours)

Social Issues, Concept of Social Marketing, Definition, Difference from Commercial Marketing, Social Marketing's Unique Value Proposition, Role of Social Marketer.

UNIT II: Social Marketing Process

(10 Contact Hours)

Process and Influences in Marketing Planning, Steps to develop Social Marketing Plan, Social Marketing Research approach.

UNIT III: Social Marketing Environment

(9 Contact Hours)

Exploring the Market for different social issues, their causes, possible options, Choosing a Purpose and Focus for the Plan and Conducting a Situation Analysis, Ethical Considerations.

UNIT IV: Target Audiences, Objectives, and Goals

(10 Contact Hours)

Selecting Target Audiences, Criteria for Evaluating Segments, Behaviour Objectives, Knowledge and Belief Objectives, Identify Target Audiences Barriers, Benefits, and the Competition.

UNIT V: Developing Social Marketing Strategies

(10 Contact Hours)

Crafting Desired Positioning, Developing a Positioning Statement for Social Marketing Offerings, Social Marketing Product Platform, Developing Ps of Social Marketing, Managing Social Marketing Programs.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Social Marketing: Influencing Behaviors for Good by Philip Kotler and Nancy Lee (Sage Publications)
- Social Marketing by R. Craig Lefebvre (Sage Publications)
- Social Marketing in India by Sameer Deshpande and Nancy Lee (Sage Publications)

BUE7264			Understanding Workplaces and Industrial Psychology			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To make student understand the origins of I-O Psychology and what I-O Psychologists do, role of psychologists in industry, growth and development of Industrial Psychology in India, problems related to industry and human factors affecting industry.

CO2: Understand the building blocks of a job and learn a methodology to study jobs, learn how the science of human behavior is used to select, develop, and manage employees, student should be able to grasp the practical situations and design the solutions for psychological problems.

CO3: Develop an understanding of how theory and research are applied to work settings, begin to think and write critically about I-O psychology theory, research, and application, begin to apply what you've learned about I-O psychology to your own and others' work, to be able to understand practical implications of motivation theories, job satisfaction and morale and new directions in leadership research globally.

CO4: Learn how organizations can create a supportive work environment through emotional management, creating better work environment, controlling accidents and managing stress.

COURSE CONTENTS

UNIT I: Introduction to Psychology in Industry (9 Contact Hours)

Organizational Psychology, Role of psychologist in Industry, Growth & development of organizational psychology in India, human factors and Industry problems,

UNIT II: Psychological Tests (10 Contact Hours)

Psychographic factors involved in employee's job performance, psychological tests in Industries: their utility, reliability and validity.

UNIT III: Attitudes in an Organization (9 Contact Hours)

Conceptual framework of attitudes: factors influencing development of attitudes, implications for organizations,

UNIT IV: Employee Morale and Job satisfaction (10 Contact Hours)

Employee morale, job satisfaction, practical implications of motivational theories, new directions in leadership research, emotional management,

UNIT V: Work Environment and Stress (10 Contact Hours)

Work environment: noise, illumination, colour, vibration etc., accidents at work place, monotony, stress and fatigue and their impact on work psychology, stress management interventions.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 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

BUE7265			Power and Politics in Organizations			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Basic understanding regarding dynamism of power and politics and various facets of these in organizations.

CO2: Understanding relating to different strategies of power and its influence in decision making.

CO3: Insight regarding ethical considerations in power and politics in organizations and its impact on wellbeing of employees and organizations' productivity.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Concept of power, forms and basis of power; Dynamics of power, Indicators of power, Sources of power, Individual attributes as sources of power; Use of power; power tactics, Manifestations of organizational power.

UNIT II

(9 Contact Hours)

Different strategies of influence to problems in organizations. Analyze strengths and weaknesses of individual influence; Developing a plan of action for increasing individual power in workplace. Analyze political strategies of powerful individuals in organizations.

UNIT III

(10 Contact Hours)

Strategies for employing power effectively; Comparative analysis for developing and developed economics; Power and influence in decision making; Leadership principles and power; Power in teams; leveraging multiple sources of power; Politics, types and essence of politics.

UNIT IV

(10 Contact Hours)

Ethical considerations in power and politics; Organizational politics and employee well-being; Power, politics and organizational productivity.

UNIT V

(10 Contact Hours)

Case studies of organizations and role play and emerging issues in the areas of power and politics in organizations, power & politics laboratory.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Jeffrey Pfeffer, Managing With Power: Politics and Influence in Organizations Harvard Business Review Press
- Samuel B. Bacharach Lawler, Edward J., Power and politics in organizations Samuel B. Bacharach, Edward J. Lawler.
- Gilbert W. Fairholm, Organizational Power Politics: Tactics in Organizational Leadership, Greenwood Publishing group
- Cialdini, R. Influence: Science and Practice
- Maxwell, J. The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization

BUE7266			Negotiation Skills			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Develop the skills and techniques of a successful negotiator.

CO2: Differentiate negotiation styles and mental models, analyze their own and their partner's behavior in negotiations.

CO3: Learn to counter manipulation and psychological pressure in negotiations.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Foundations of Negotiation-conflict and its management; conflict management through Negotiation; Fundamentals of Negotiation; Negotiation Performance and Ability, Negotiation Style- Developing effective negotiation style.

UNIT II

(9 Contact Hours)

Negotiation Process and Planning: Stages of Negotiation; PRAM Model of Negotiation, Key steps in Planning for Negotiations. Communication in Negotiation: Kinesthetic Communication, Persuasion and its theory; decoding communication for negotiations.

UNIT III

(10 Contact Hours)

Negotiation Strategy, Tactics and Counter Tactics; Resolving Impasse in Negotiation-Barriers in Negotiation, causes and sources of impasses, overcoming barriers and impasses; Resolving Impasse Negotiations.

UNIT IV

(10 Contact Hours)

Closing the Deal: Contracts and Negotiation-Agreement Templates, Writing Contracts, Renegotiation; Third Party Negotiation-Conciliation, mediation, arbitration, collective Bargaining, Influence of Culture and Gender on Negotiations.

UNIT V

(10 Contact Hours)

Personal Power in Negotiations- personality effect on negotiation; personal values and ethics in negotiation. Case studies and Role Plays.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Rai, Himanshu, Negotiation, Tata McGraw Hill
- Lax, D. A., and Sebenius, J. K. (2006). 3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Harvard Business Press
- Lewicki, R J, Barry, B & Saunders, D M , Negotiation, McGraw-Hill
- Hal, L., Negotiation Strategies for Mutual Gains, Sage Publications.
- Spangle, M.L., and Isenhardt, M.W. Negotiation, Sage Publications
- Volkema, R.J. The Negotiation Tool Kit, Prentice Hall of India.
- Thompson, L L . Establishing trust and building a relationship' in The Mind and heart of the negotiation

BUE7267			Organizational Change and Intervention Strategies			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: 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:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 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

BUE7263			Performance and Talent Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To 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:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Dewakar Goel, Performance Appraisal & Compensation Mgt.,- A Modern Approach, PHI.
- Joseph J.Martocchio, Strategic Compensation- A HRM Approach, Pearson Publishers.
- Herman Aguinis Performance Management, Prentice Hall.
- T.V.Rao Performance Management and Appraisal Systems: HR Tools for Global Competitiveness.
- Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill.
- Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication.

BUE7026			Strategic Human Resource Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Demonstrate critical thinking skills in analyzing theoretical and applied perspectives of strategic HRM.

CO2: Analyze critically the relationship between strategic HRM and organizational performance, including the evaluation of HRM.

CO3: Operate as a 'strategic partner', helping their organization to analyze its external environment and internal capabilities and develop a strategic HR plan to enhance its long-run performance.

COURSE CONTENTS

UNIT I: Introduction to Strategic Human Resource Management (10 Contact Hours)

Introduction to Strategic Human Resource Management, Challenges and Evolution; HR Strategies and Strategic HRM, Strategic Fit: Conceptual Framework.

UNIT II: Strategic HR Policies and Practices (10 Contact Hours)

Planning and Implementing Strategic HR policies: HR planning, Procurement, Training and Development, Compensation, Benefits, Separation, Performance Management, Job Designing.

UNIT III: Strategic Human Resource Management Evaluation (9 Contact Hours)

Human Resource Evaluation and Analytics: Background and Rationale, Measures and Approaches; HR metrics and Business Performance, Evaluating Staffing, Training and Development; Performance Appraisal, Potential Appraisal; Compensation, Career planning and Development.

UNIT IV: Strategic HRM in International Scenario (10 Contact Hours)

Strategic HRM in International Business Scenario; Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation.

UNIT V: Strategy and HRM (9 Contact Hours)

Strategy and SHRM, Mergers and Acquisitions, Downsizing, HR's role in organizational change.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Tanuja Agarwal, Strategic Human Resource Management, Oxford
- Dowling & Welch, International HRM, Thomson.
- Schuler & Jackson, Strategic HRM, Wiley.
- Jeffrey, A. Mello, Strategic Human Resource Management, Cengage
- Paul Boselie, Strategic Human Resource Management, TMH
- K. Prasad, Strategic Human Resource Management, Macmillan
- Michael Armstrong, Strategic Human Resource Management, Kogan Page

BUE7261			Competency Mapping and Assessment			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Articulate and apply the stages of the process of Competency Mapping and profiling.

CO2: Develop Competency framework using Competency areas, indicators and levels.

CO3: Illustrate the integration of competency matrix to other HR functions in an organization.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Introduction to Competency: Concept and definition of role and competency, characteristics of competency. Competency method in Human resource management: features of competency methods, historical developments.

UNIT II

(9 Contact Hours)

Using Competency profiles in HR: Competency framework:, Lancaster model of managerial competencies, Stages in design and implementation of competency model, validation of competency model.

UNIT III

(10 Contact Hours)

Competency Gap Analysis: Team competencies, Role Competencies, competency identification, validation and benchmark, Competency assessment, competency mapping- strategy.

UNIT IV

(10 Contact Hours)

Mapping Job via competency model, Design of assessment centre, 360 degree feedback, Steps in development of competencies map.

UNIT V

(10 Contact Hours)

Using competency maps for competency profiling, competency based performance management, competency driven careers and competency linked remuneration, Competency Report Writing.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- McClelland, David Competence at Work, Spencer and Spencer.
- Shermon, Ganesh. Competency based HRM. Tata McGraw Hill.
- Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e, Sage Publications Pvt. Ltd.
- Competency Mapping: A pre- requisite for HR Excellence - by Dr. Lovy Sarikal
- Sharma, Radha. 360 degree feedback, competency mapping & assessment centers, R. Tata McGraw Hill
- The Competencies Handbook, 2005, Steve Whiddett & Sarah Hollyforde, Jaico Publishing House

BUE7262			Cross-Cultural HRM			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Appreciate the relevance and role of culture in management of human resources in an organization working in multi-cultural context.

CO2: Develop and implement human resource management plans in varying cultural scenarios.

CO3: Understand and address the obstacles to achieve required business outcomes by getting an insight relating to culture and people.

COURSE CONTENTS

UNIT I (9 Contact Hours)

Global Human Resource Management, Nature and Drivers, Building strategic International HRM Capabilities.

UNIT II (9 Contact Hours)

Multiculturalism, Nature of Culture, Effects of Culture, Cultural Predispositions and Dimensions, Managing across Cultures, Culture and Performance.

UNIT III (10 Contact Hours)

HRM in Cross-Border Mergers and Acquisitions, Nature of Mergers and Acquisitions, HR Interventions and Role.

UNIT IV (10 Contact Hours)

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

UNIT V (10 Contact Hours)

HRM Practices in different countries, International Industrial Relations in a comparative perspective, Ethics and Social Responsibility.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Aswathappa, K and Dash, Sadhna, international Human Resource Management, McGraw Hill
- Jackson, T. International HRM: A Cross Cultural Approach, Sage
- Vance and Paik, Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, PHI
- Monir H. Tayeb, International Human Resource Management: A Multinational Company Perspective, Oxford

BUE7481			Behavioral Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CO1: Understand importance of behavioral finance as a driving force in the global markets.

CO2: Understand the conceptual framework of behavioural finance based on traditional and modern theories

CO3: Understand the psychological aspects and challenges underlying the issue of rational and irrational behavior

CO4: Appreciate the impact of news and timing from the corporate angle and highlight the ramifications of effective news communication.

COURSE CONTENTS

UNIT I

(8 Contact Hours)

Basics of Behavioral Finance

Behavioral Finance: Nature, Scope, Objectives, Significance and Application. The Psychology of Financial Markets and Investor Behavior, Behavioral Finance Market Strategies, Prospect Theory and Mental Accounting - Investors Disposition Effect.

UNIT II

(10 Contact Hours)

Building Block of Behavioral Finance

Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs; Risk - Noise-trader risk; Professional arbitrage; Destabilizing informed trading - Expected Utility as a basis for decision-making - Theories

UNIT III

(10 Contact Hours)

Rationality

Ellsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors; Belief biases; Limited attention and categorization; Non-traditional preferences; Bubbles and systematic investor sentiment.

UNIT IV

(10 Contact Hours)

Investor Behaviour

External factors and investor behavior: Fear & Greed in Financial Market, Emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V

(10 Contact Hours)

Behavioral Corporate Finance

Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioral factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

1. Chandra, Behavioral Finance Paperback – 1 Jul 2017, McGraw-Hill Education.
2. Sulphey M.M., Behavioral Finance Paperback – 2014, PHI Learning Private Limited
3. Michael Mauboussin, More Than You Know-Finding Financial Wisdom in Unconventional Places, Columbia Business School Publishing, 2013
4. Williams Forbes, Behavioral finance, Wiley 2011
5. James Montier, The Little Book of Behavioural Investing: How not to be your own worst enemy, Little Books, Big Profits (UK), 2010.

BUE7275			Security Analysis and Portfolio Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Develop in-depth understanding of the investment environment.

CO2: Conduct the valuation of securities and develop portfolio as sophisticated investor.

CO3: Evaluate and review the performance of investment portfolio.

COURSE CONTENTS

UNIT I: Investment Environment

(9 Contact Hours)

The Investment Environment: Asset Classes and Financial Instruments, Financial Markets, Intermediaries/Investment Companies, Mutual Funds, Hedge Funds, Asset Allocation Decisions, Investment Management Process.

UNIT II: Portfolio Theory and Practice

(9 Contact Hours)

Estimating Risk and Return from Historical Records, Risk Aversion and Capital Allocation to Risky Assets, Optimal Risky Portfolio, Index Models.

UNIT III: Equilibrium in Capital Market

(9 Contact Hours)

Capital Asset Pricing Model, Arbitrage Pricing Theory and Multifactor Models of Risk and Return, Efficient Market Theory, Behavioural Finance and Technical Analysis, Style Investing.

UNIT IV: Security Analysis

(12 Contact Hours)

Fixed Income Security Analysis: Bond Price and Yield, Term Structure of Interest, Managing Bond Portfolio, Variable Income Security Analysis: Macroeconomic and Industry Analysis, Equity Valuation Models, Financial Statement Analysis, Introduction to Options, Futures and Other Derivatives.

UNIT V: Portfolio Management

(9 Contact Hours)

Portfolio Performance Evaluation, Market Timing, Style Analysis, International Diversification: Risk, Return and Benefit, Hedge Funds versus Mutual Funds, Theories of Active Portfolio Management, Value of Active Portfolio Management.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Bodie, Zvi, Kane, Alex, Marcus, Alan J and Mohanty, Pitbas (2010), Investments, McGraw Hill (Special India Edition).
- Security Analysis and Portfolio Management, 6e, Donald E. Fischer and Ronald J. Jordan, Pearson, India.
- John C. Hull, (2005), Options Futures and other Derivatives, Prentice Hall, New Delhi.
- Investment Analysis and Portfolio Management, 7e, Frank K. Reilly and Keith C. Brown, Thomson South Western.
- Behavioural Finance, William Forbes, Wiley India.
- Behavioural Finance: Insights into Irrational Minds and Market, James Montier, John Wiley & Sons Ltd.

BUE7276			Global Macro Economy and Financial Crisis			Pre Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To familiarize students with the concepts and working mechanism of an open economic system.

CO2: To familiarize students with the theories and classification of financial crises.

CO3: To develop a clear understanding of the 3-equation model and financial crises.

CO4: To familiarize students with the issues and policies adopted by governments across the countries to respond to financial crises.

COURSE CONTENTS

UNIT I (8 Contact Hours)

Goods and financial markets in open economy – Equilibrium output and trade balance – Policy effects in open economy – International monetary experience: fixed and floating.

UNIT II (10 Contact Hours)

Financial crises: definitions, classification and dating – Currency crisis: indicators and determinants – Exchange rate peg – First generation models of currency crisis – Second and third generation models of currency crisis.

UNIT III (10 Contact Hours)

Bank behavior, cycles and crises – Asset price bubbles and financial accelerator – 3-equation model – Bank leveraged-centered feedback process – Balance sheet and financial accelerator – Application: Global financial crisis.

UNIT IV (10 Contact Hours)

History of currency crises: origin, development mechanism and policy responses – Sovereign debt crises: origin, evidence and policy responses – Domestic debt issues and debt overhangs – Optimum currency area and the Euro-Zone crisis.

UNIT V (10 Contact Hours)

Early warnings of crises – Policy responses – Role of international institutions.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Reinhart, C., and Rogoff, K., *This Time is Different: Eight Centuries of Financial Folly*, Princeton University Press. 2009, USA.
- Klob, R.W., *The Financial Crisis of Our Time*, Oxford University Press, 2011, USA.
- Aliber, R.Z., and Kindleberger, C.P., *Manias, Panics and Crashes: A history of financial crises*, Palgrave Macmillan, 2015, USA.
- Blanchard, O.J., *Macroeconomics*, Pearson. Latest Edition
- Carlin, W., Soskice, D., *Macroeconomics: Imperfection Institution & Policies*, Oxford University Press. Latest Edition.
- Pilbeam, K., *International Finance*, Palgrave Macmillan. Latest Edition
- Acharya, V.V., and Richardson, M., *Restoring Financial Stability: How to Repair a Failed System*, John Wiley & Sons, Inc., 2009

BUE7277			Forensic Audit and Fraud Investigation			Pre Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

CO1: Understand various aspects of Financial Frauds.

CO2: Understand about investigation of Financial Frauds.

CO3: Understand about detection of Financial Frauds.

CO4: Understand practical aspects of Financial Frauds in National and International scenario.

COURSE CONTENTS

UNIT I: Definitions and Conceptual Framework (8 Contact Hours)

Definition of Fraud and Financial Fraud in general, Meaning and definition under the Companies Act, 2013 and the Criminal Procedure Code, 1973, Definition and meaning of Audit and Forensic Audit, Kinds of Fraud, Fundamentals of Forensic Audit, Forensic Audit vs Audit, Elements of frauds, Impact of frauds on the financial health of the organization, Significance of Forensic Audit, Need and Objectives of Forensic Audit.

UNIT II: Audit and Investigation (12 Contact Hours)

Tools for handling Frauds –and conducting Forensic Audit and the Roles of the Corporate Professionals – particularly – Chartered Accountants (CAs), Cost and Management Accountants (CmAs), Company Secretaries (CSs) and Legal Professionals (Advocates) in terms of the respective Acts by which these Professions are governed, Meaning and Scope of Investigation – Investigation vs Audit – Methods & Techniques of Investigation – Red Flags, Green Flags, Financial Statements – Profit and Loss Account, Fund – Flow Analysis, Cash Flow Analysis and Balance Sheet.

UNIT III: Forensic Audit and Evidence (12 Contact Hours)

Definition and meaning of Evidence under the Indian Evidence Act, 1872, Classification of Evidence – Oral and Documentary Evidences, Facts, Relevant Facts, Burden of Proof, Onus of Proof, Evaluation of facts, Presumption, Conclusive Proof, Circumstances when Documentary Evidences given preferences over oral evidence, Principle of Estoppels, Witness- acceptance and rejection of Evidence, Methods to prove Cases.

UNIT IV: Forensic Audit and Legal Framework (6 Contact Hours)

Frauds and Judicial views- of Money Laundering Act, 2002, Benamy Property Act, 1988, Foreign Exchange Management Act 1999, Indian Contract Act, 1872, Income Tax Act, 1861, Indian Penal Code – 1860, SEBI Act 1992, IT Act, 2000, Penalty under the prevention of Corruption Act, 1988/ the Prevention of Corruption (Amendment) Act- 2018, United Nations Convention against Corruption (UNCAC), OECD- Guidelines for combating Frauds, The ICSI Anti- Bribery Code, Judicial Analysis and Pronouncements to control –Prevention of Financial Frauds under the aforementioned acts.

UNIT V: Prevention of Control of Financial Frauds – Case Studies and Practical Aspects (10 Contact Hours)

Satyam Computers Limited Case, ICICI – Pune Bank Fraud Case, Andhra Pradesh Tax Case, India's First ATM Card Fraud, PNB Fraud Case, Sahara India Scam, Jet Airways Case, Saradha Chit Fund Scam, Ketan Parekh – Scam and Relevant Judicial Pronouncements and Case laws.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Essential of Forensic Accounting – Crain -John Wiley and Sons
- Case Studies in Forensic Accounting and Fraud Auditing – Crumbly, D. Lary – CCH Inc.
- Contemporary on Law on Oral and Documentary Evidence- C.D Field- IIIIBC Webstore
- Student's Handbook in Forensic Accounting – Apurva Joshi – Lulu.com
- The Modern Law of Evidence – Adrian Keane and Paul Mckeown - Oxford
- Forensic Analytics: Methods and Techniques for Forensic Accounting Investigations – Mark J Nigrini – Wiley Corporate F&A
- Forensic Accounting: What the World's Best Forensic Accountants know What you don't – Greg Shields
- Fraud Examination Case Book with Documents – A Hands on Approach – William H. Beeckan, Clark A. Beeckan – Wiley & sons
- Forensic Accounting for Dummies - Frimette Kass-Shraibman & Vijay S. Sampath – John Wiley and Sons
- IT Auditing using Controls to protect Information Assets – Chris Davis & Mike Schiller – The McGraw Hill Companies
- Cyber Security – Nina Godbole – John Wiley and Sons
- Financial Statement Fraud – William H. Beeckan & Clark A. Beeckan - John Wiley & Sons
- Forensic Audit – Kamal Garg – Bharat Law House Pvt. Ltd
- Fraud Auditing and Forensic Accounting – Tommie W. Singleton and Aaron J. Singleton – John Wiley & Sons

BUE7271			Strategic Corporate Finance			Pre Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Recognize the key strategic decisions that are taken by the financial professionals in the company.

CO2: Understand the philosophy and the underlying principles of capital allocation in a company.

CO3: Develop ability to assess the performance of existing projects and make strategic choices.

CO4: Understand the various steps involved in mergers, acquisitions and divestitures decision and conduct M&A analysis.

CO5: Analyze the capital structure of the company and identify the factors influencing the financing policy of the company.

CO6: Recognize the value of corporate risk management and develop basic ability to map and model corporate risk.

COURSE CONTENTS

UNIT I: Findings Sources of Value (9 Contact Hours)

Why Shareholder Value? Performance Measurement Pitfalls, Measuring Economic Profit and Value, Analyzing Corporate Portfolio, Cost of Capital: Calculation Pitfalls, Value Based Strategies and Tactics.

UNIT II: Strategic Capital Management (9 Contact Hours)

Defining Company Capital Allocation Philosophy and Targets, Strategic Capital Allocation and Benchmarking, Capital Management, Funding Capacity Analysis.

UNIT III: Mergers, Acquisitions and Divesture (10 Contact Hours)

Mergers & Acquisition Overview, Drivers of Successful Acquisitions, Process of Acquisition, Steps in an Acquisition, Valuation for Mergers and Acquisitions, Analyzing Management and Leveraged Buyouts, Divesture Strategies: Motives and Process.

UNIT IV: Cash and the Optimal Capital Structure (10 Contact Hours)

Cost and Benefit of Excess Cash, Cash and Optimal Capital Structure, Value-Based Financing Policy, Raising Equity Capital, Raising Debt Capital, Dividends and Buybacks, Stock Liquidity and Illiquidity: Implications and Solutions.

UNIT V: Strategic Risk Management (10 Contact Hours)

Types of Risk, The Value of Risk Management, Mapping and Modeling Risk, Hedging Alternative Exposure, Putting Risk Management into Practice, Corporate Governance and Risk Management, Standard for Monitoring Risk, Enterprise Risk Management: Benefits and Components.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Strategic Corporate Finance: Applications in Valuation and Capital Structure, 1e, Justin Pettit, Wiley, 2007.
- Corporate Finance: Theory and Practice, 2e, Aswath Damodaran, Wiley Student Edition, 2009.
- Management Between Strategy and Finance: The Four Seasons of Business, Burkhard Schwenker and Klaus Spremann, Springer, 2010.
- Strategic Financial Management Casebook: 1e, Rajesh Kumar, Academic Press, 2016.

BUE7272			Business Valuation, Mergers and Acquisitions			Pre Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand how to find a deal for M&A from the available options.

CO2: Able to do the valuation of the company to put a price on the company.

CO3: Get familiar with evidence on the best practices with respect to M&A.

COURSE CONTENTS

UNIT I: Introduction to Business Valuation

(9 Contact Hours)

The Nature of Major Investment Decisions, Project Valuation Vs. Enterprise Valuation, Dealing with Complexities: Process and Discipline, Approaches to Valuation.

UNIT II: Enterprise Valuation

(9 Contact Hours)

Enterprise Discounted Cash Flow (DCF) Models, Relative Valuation Using Market Comparables, Hybrid Valuation Approach, Sensitivity Analysis, Adjusted Present Value (APV) Method Vs Traditional WACC Method of Valuation.

UNIT III: Special Cases in Valuation

(12 Contact Hours)

Valuation of Intangible Assets, Valuation of Start-Up Firms, Valuation of Money Losing Companies, Valuation of Natural Resource Company, Valuation of High-Tech Companies, Valuation of Sum of the Part Companies with Several Different Business Lines.

UNIT IV: Mergers & Acquisitions Environment

(9 Contact Hours)

Overview of Mergers and Acquisition Industry Globally, History of M&A, Key Stakeholders in M&A, Empirical Evidence on Value Effect of M&A, How to Make M&A Pay, How “Serial Acquirer Create Value”, Regulation of M&A.

UNIT V: Mergers and Acquisition Process

(9 Contact Hours)

M&A Motives, Buyers Preparation for Deal, Seller’s Preparation for Deal, M&A Deal Process, Due Diligence, Valuation and Pricing the Deal, Integration Planning, Closing the Deal, Post Deal M&A Issue, Financing Issues in M&A, Analyzing Management & Leveraged Buyout.

NOTE:	Internal Assessment shall be awarded on students’ work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Mergers and Acquisitions Basics: The Key Steps of Acquisitions, Divestiture and Investments, Michael E.S. Frankel, John Wiley & Sons, USA.
- Corporate Valuation: A Guide for Analysts, Managers, and Investors, Prasanna Chandra, McGraw Hill Education, India.
- Valuation: Analyzing Global Investment Opportunities, Sheridan Titman, John D. Martin, V. Ravi Anshuman, Pearson Education.
- Corporate Finance: Theory and Practice, 2e, Aswath Damodaran, Wiley Student Edition, 2009.
- Strategic Corporate Finance: Applications in Valuation and Capital Structure, 1e, Justin Pettit, Wiley, 2007.

BUE7071			International Financial Management			Pre Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: 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:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 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

BUE7273			Financial Derivatives and Risk Management			Pre Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	0	3	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To 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:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 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.

First Year

BULMD101			Fundamentals of Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
4	0	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Know the fundamental management theories and concepts.

CLO2: Understand the challenges of management

CLO3: Apply the management principles to handle and successfully interact with his team members

CLO4: Employ analytical tools to assess management-related business problems and reach defensible conclusions.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Definition of Management – Science or Art – Manager Vs Entrepreneur – types of managers – managerial roles and skills – Evolution of Management – Scientific, human relations, system and contingency approaches –Current trends and issues in Management.

UNIT II

(13 Contact Hours)

Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Planning Tools and Techniques – Decision-making steps and process.

UNIT III

(13 Contact Hours)

Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization.

UNIT IV

(13 Contact Hours)

Foundations of individual and group behavior – motivation –motivational techniques; communication – the process of communication – barrier in communication – effective communication, Coordination.

UNIT V

(13 Contact Hours)

System and process of controlling – budgetary and non-budgetary control techniques – use of computers and IT in Management control – Productivity problems and management – control and performance.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. Vasishth, Neeru, Principles of Management, Taxman
2. Koontz &Weihrich, Essentials of Management, TMH
3. Mullins, Management and Organisational Behaviour, Pearson
4. Stephen P. Robbins, Mary K. Coulter, Management, Pearson
5. James A F Stoner, R Edward Freeman, Daniel R Gilbert, Management, Pearson.

BULMI101			Business Mathematics and Statistics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
4	0	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Explain fundamentals and philosophy of statistical & mathematical concepts.

CLO2: Estimate and interpret with statistical & mathematical tools.

CLO3: Apply different measuring and relevant tools/ methods for data in business world.

CLO4: Formulate the solutions and implications of problems of business world with these tools.

COURSE CONTENTS

Unit I

(12 Contact Hours)

Theory of Sets: Meaning, Elements, Types, Presentation and Equality of Sets; Union, Intersection, Compliment and Difference of Sets. Arithmetic and Geometric Progression Growth rate: Simple and Compound, Depreciation- Time Value of Money- Future and Present Value, Compounding and Discounting. Matrices-Types, Matrix manipulations and their rules, Order of Matrix, Transpose of Matrix, Inverse and Cramer's Rule.

Unit II

(13 Contact Hours)

Calculus: Meaning & applications in business, Constant and variables, Functions, Limit & Continuity; Differentiability & Differentiation, Differentiation by First principle, Partial and Total Differentiation; Derivatives – First order and Second order Derivatives; Maxima & Minima using Lagrange transform; Fundamentals of Integrals Applications in corporate world.

Unit III

(13 Contact Hours)

Definition, Scope and Limitations of Business Statistics-Frequency distribution- Representation of data by Frequency distribution, Measures of Central tendency- Mean, Median, Mode, Mean. Quartiles, Deciles and Percentiles. Measures of Dispersion: Absolute and Relative measures of Range, Standard Deviation, Coefficient of Variance & Variation, Skewness and Kurtosis.

Unit IV

(13 Contact Hours)

Correlation and Regression: Meaning & Significance in business, Scatter diagram, Karl Pearson's Coefficient of Correlation, Multiple & Partial Correlation, Rank Correlation, Regression lines, Regression coefficients & Applications of Regression and Correlation in Business. Index Numbers: Significance of Index Numbers in Business, Time Reversal & Factor Reversal tests -Base Shifting, Splicing and Deflating, Problems involved in construction of Index Numbers, applications in business

Unit V

(13 Contact Hours)

Time Series Analysis: An Application. Concept of Business Analytics Probability: Meaning & Significance in business, Independent and dependent events; mutually exclusive events; Mathematical Expectation.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. Allen R.G.D. 'Mathematical Analysis for Economics'. St.M.Press, Latest Edition
2. Andy Francis, Business Mathematics and Statistics, Cengage Learning, Latest Edition
3. Baumol, W.J. 'Economic Theory and Operations Analysis, Prentice Hall', Latest Edition
4. Budnick, F.S. 'Applied Mathematics for Business, Economics and Social Sciences', McGraw Hill, Latest Edition
5. Chiang, A.C. 'Fundamental Methods of Mathematical Economics', McGraw Hill, Latest Edition
6. Henderson, 'Microeconomic Theory' A Mathematical Approach, McGraw Hill, Latest Edition
7. Hooda, R. 'Statistics for Business and Economics', Macmillan, Latest Edition
8. Thukral, J.K. Business Mathematics and Statistics, Scholar Tech Press, Latest Edition
9. Medhi, J. 'Statistical Methods: An Introductory Text, New Age International, Latest Edition
10. Nagar, A.L. and R.K. Das, 'Basic Statistics', OUP, Latest Edition
11. Bhardwaj, R. S. Mathematics and Statistics for Business, Excel Book, Latest Edition
12. Rao, C.R. 'Linear Statistical Inference and Applications', Wiley and Sons, Latest Edition
13. Gupta, S.P. Statistical Methods, S. Chand & Co Ltd, Latest Edition
14. Saha, Suranjan, Practical Business Mathematics & Statistics, Tata McGraw Hill, Latest Edition

BULMU101			Fundamentals of Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	0	0	3	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Know the true value of products and services

CLO2: Understand the importance of marketing tools

CLO3: Learn the importance of market surveys

CLO4: Apply the principles of marketing in promoting products and services

COURSE CONTENTS

Unit 1 (08 Contact Hours)

Defining Marketing, Scope of Marketing, Ps of Marketing, Marketing Concepts, Marketing Orientation, Changing Marketing Practices, Value-Delivery Network, Customer Delight, Customer Relationship Management

Unit 2 (10 Contact Hours)

Market-oriented strategic planning, Steps in planning process, Contents of Marketing Plan, BCG Approach, GE Model, SWOT Analysis, Marketing Research Process, Scanning the Marketing Environment

Unit 3 (10 Contact Hours)

External Marketing Environment, Social factors, Demographic factors, Economic factors, Technological factors, Political & Legal factors, Competitive factors

Unit 4 (10 Contact Hours)

Market Segmentation, Criteria, Bases, Steps of Segmentation. Targeting Strategies. Positioning- Perceptual Maps, Positioning bases, Repositioning.

Unit 5 (10 Contact Hours)

Product Mix, Product-Line decisions, Brand Identity, Brand Equity, Service Mix, Service Quality, Integrated Marketing Communications, Ethical issues in Marketing

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. Lamb, Hair, Sharma, & McDaniel, 'MKTG', Cengage.
2. Philip Kotler 'Marketing Management, Pearson Education.
3. B. Paul, W. Sophie, R. Sara, A. Paolo 'Fundamentals of Marketing' (Audiobook).

BUP1381			Presentation Skills				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
0	0	4	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After the successful completion of course, the students shall be able to:

CLO1: Prepare the presentations professionally.

CLO2: Present with confidence by learning and practicing the required skills.

CLO3: Develop better communication and presentation expression.

CLO4: Demonstrate effective public speaking

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Why PPTs? Benefits of Successful Presentation. Ps of Presentation. Know your audience. Setting SMART Objectives. Script writing, Grammar, Style, Vocabulary, Creativity, Layout, templates. Presentation checklist.

Unit 2 (10 Contact Hours)

Proxemics- kinesics, vocalics and chronemics. Interactive presentations. Power of Pronunciation, Accent, Intonations, Pauses. Connecting with audience. Maintaining the flow of presentation. Impression Management- Charisma, Influence, Eyes & Smile. The art of story telling.

Unit 3 (10 Contact Hours)

What people remember. What people forget. Stages of memory. Associations & Differences, Numerical Information, Primacy & Recency effect. Handling Q/A, handling interruptions, handling disasters

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. William R Steele , 'Presentation Skills 201' Erie Publishing
2. C. Dale, 'The Art of Public Speaking', Prabhat Prakashan
3. <https://hbr.org/2013/06/how-to-give-a-killer-presentation>

BUP1383			Modern Office Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
0	0	4	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand the concept of office management.

CLO2: Acquire operational skills in office management.

CLO3: Develop an interest in methods and procedures of office management.

CLO4: Demonstrate effective office managing skills.

COURSE CONTENTS

Unit I (10 Contact Hours)

Business Enterprise, Office and Office Staff, the most Common Forms of Business Organizations, Advantages of Office Work, the Categories of Office Career and Job Classifications under Each Category, the Specific Skill Requirements for Office Jobs, Duties and Responsibilities of Office Staff.

Unit II (10 Contact Hours)

Objectives of Record Keeping; Meaning of Filing, Different Kinds of Filing System, Steps in Filing; Indexing; Selecting the Appropriate Filing System; handling Incoming & Outgoing Mails; Key points to write a document: The 5w-h plan for writing; Steps in writing workplace documents; Important things to remember when editing seven layout mistakes to avoid; Quick tips for report Writing; Basics of Meetings

Unit III (12 Contact Hours)

Skills of the Supervisor, Functions of Supervisor, Communication, Meaning; Process; Communicating Tools; Types, Barriers; Meaning and Concept; Importance of Leadership; Qualities of a Leader; Relationship & Differences, Leadership and Motivation; Leadership Ethics - Traits of an Ethical Leader; Leadership Styles - Important Leadership Styles.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. J.P.Mahajan, 'Fundamentals of office Management'.
2. S.P. Arora, 'Office Management'.
3. R.S.N.Pillai & Bagavathi, 'Office Management', S.Chand

BULMD102			Introduction to Organizational Behavior				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
4	0	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Know the basic concepts of organization behavior and its applications in contemporary organization.

CLO2: Learn how individual, groups and structure have impacts on the individual motivation level and organization effectiveness and efficiencies.

CLO3: Learn how behavior in organizations including communication, leadership, power and politics, conflict, and negotiations cause impact on organizations.

CLO4: Accept and embrace in working with different people from different cultural and diverse background in the organization

COURSE CONTENTS

UNIT I (12 Contact Hours)

Management & OB, Challenges and Opportunities for Organisation Behaviour, Organisation Behaviour Model; Foundations of Individual Behaviour: Learning.

UNIT II (13 Contact Hours)

Attitudes, Personality, Perception, Emotional Intelligence, Motivation Theories and Applications.

UNIT III (13 Contact Hours)

Foundations of Group Behaviour: Group Development; Group Behaviour; Sociometry.

UNIT IV (13 Contact Hours)

Conflict management. Transactional analysis; Johari Window; Organization as a system: Organizational Change.

UNIT V (13 Contact Hours)

Organizational Culture; Organizational Development; Stress management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. Koontz & Weihrich, 'Essentials of Management', TMH
2. Mullins, 'Management & OB', Pearson
3. Robbins, Judge, Sanghi, 'Organizational Behaviour', Pearson
4. Greenberg et al. 'Managing Organizational Behavior'.
5. Fred Luthans, 'Organizational Behavior', TMH.

BULMI102			Basics of Business Environment				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
4	0	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand types of environments in which businesses operates.

CLO2: Understand the Indian business environment and the policy framework.

CLO3: Understand Indian culture and values and their implications for industrialization and economic growth.

CLO4: Understand the various contemporary business developments and their futuristic implications.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Concept of Business Environment: Meaning, significance and characteristics of business, the interaction matrix of different environment factors, the process of environmental scanning (PESTEL analysis)

UNIT II (13 Contact Hours)

Political Environment: Political systems (Authoritarian and Democratic) Functions of government (Legislative, executive, and judicial), Changing role of Government in context of business in India.

Legal Environment: Introduction to some important business laws (Competition Act etc.), Changing dimensions business laws and their impact on business.

UNIT III (13 Contact Hours)

Economic Environment: Economic systems (Centrally planned, mixed and free market economy); The flow of economic activity Macro and micro economic environment in India. Monetary policy, fiscal policy and their impact on business. Major economic reforms in India.

UNIT IV (13 Contact Hours)

Technological environment: Impact of technology on business organization, Growing importance of E-commerce and Unified Payments Interface (UPI), Technology as globalization tool Demographic, social and cultural environmental factors impacting business, Culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth; Development of business entrepreneurship in India; Social responsibility and Indian business.

UNIT V (13 Contact Hours)

Government initiatives for promoting entrepreneurship and Startups, Significance of GST for business. Natural Environment: Economic Development and Pollution, Environmentally friendly Technology, Ecological implications of technology and Sustainable Development.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. Paul, Justine, 'Business Environment: Text & Cases', Tata McGraw-Hill.
2. Cherunilam, Francis 'Business Environment: Text & Cases', Himalaya Publishing.
3. Shaikh Saleem 'Business Environment' Pearson.
4. Adhikari M 'Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
5. Ghosh, 'Economic Environment of Business', Vikas, 2004.
6. Morrison J, 'The International Business Environment' Palgrave, 2003.
7. Agarwal R, 'Business Environment', (Excel Books), 2002.
8. Bedi S K, 'Business Environment' (Excel Books), 2004.
9. George A and Steiner G A, 'Business, Government and Society', Macmillan.
10. Ashwathappa, 'Business Environment', Himalaya Publishing, 2006.
11. Kuppuswamy, B, 'Social Change in India', Vikas Publishing.
12. Kreps, 'Microeconomics for Managers', Norton, 2007.

BULMU102			Fundamentals of Business Economics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	0	0	3	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Think in the terms of a rational business economist.

CLO2: Solve firm's related questions in the field of business economics.

CLO3: Appraise, understand and use information captured from different market indicators.

CLO4: Analyze the applications of business economics in the solution of problems of business world.

COURSE CONTENTS

UNIT I

(11 Contact Hours)

Micro Economics and its scope. Wants & scarcity, Functions of Economic system, Circular flow of economic activity – price determination and functions of prices-concept of margin, Economic Models, Methodology, Value judgment, Positive and normative analysis.

UNIT II

(11 Contact Hours)

Market analysis-market demand and market supply-market equilibrium-adjustment to changes in demand and supply / static and dynamic analysis- comparative static analysis, Types of elasticity-price, income & cross elasticity.

UNIT III

(12 Contact Hours)

Utility Analysis – Total and Marginal Utility – Cardinal & Ordinal Utility. Indifference Curves-Characteristics, MRS-Special Types of Indifference Curves, Consumer's Income. Budget Line-Changes in Income and Prices and Budget line, Consumer's choice, Utility Maximisation, The Changes in demand and Engel's Curve, Changes in Price Substitution Effect and Income Effect / Normal, Inferior and Giffen Goods, Revealed preference theory.

UNIT IV

(12 Contact Hours)

Fundamental Theorem of Consumption Theory, Derivation of Demand Curve under Cardinal, Ordinal and Revealed Preference Theory, Production function –AP and MP Production with one variable input, Production with two variable inputs, Cost of Production, Nature of Production, Costs, Short run and Long run Costs.

UNIT V

(12 Contact Hours)

Least cost input Combination, Expansion path, Introduction to Modern Cost Curves. Concepts of revenue. Price and output determination under different market structure. Price output decision under perfect competition, monopoly, discriminating monopoly, monopolistic competition, and oligopoly.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. Stigler G., 'Theory of Price', Prentice Hall of India, New Delhi, Latest Edition
2. Sen A. 'Microeconomics: Theory and Application', Oxford University Press, New Delhi, Latest Edition
3. Kreps David M., 'A Course in Microeconomic Theory', Princeton University Press, Princeton, Latest Edition
4. Verian H., 'Microeconomic Analysis', W.W Norton New York, Latest Edition
5. Koutsoyiannis, A., 'Modern Microeconomics', Macmillan Press, London, Latest Edition
6. Layard, P.R.G. and A.W. Walters., 'Microeconomic Theory', McGraw Hill, New York, Latest Edition
7. Ahuja H.L., 'Advanced Economic theory: Microeconomic Analysis', S. Chand and Co. Ltd. New Delhi, Latest Edition
8. Sen, A "Microeconomics: theory and Applications", Oxford University Press, New Delhi, Latest Edition

BUP1382			Personality Building				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
0	0	4	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Know what determines personality

CLO2: Understand the techniques to manage self

CLO3: Apply the skills to influence and collaborate

CLO4: Demonstrate positive qualities

COURSE CONTENTS

Unit 1 (12 Contact Hours)

What if Personality. Determinants of Personality. Genetic, Environmental, Learning, Parental, Developmental, Consciousness and Unconscious Factors. Big 5 Personality Traits. Discovering your Myers-Briggs Personality Type

Unit 2 (10 Contact Hours)

Etiquette Quotient. Emotional Quotient. Spiritual Quotient. Resilience Quotient. Communication Quotient. Social Quotient. Creativity Quotient. Leadership Quotient. Entrepreneurial Quotient.

Unit 3 (10 Contact Hours)

Goal-setting. Need Achievement. Habit Cycle. How to effectively utilize your time. How to cope-up with stress. Activities for holistic wellbeing. Power of positive psychology

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. G. Héctor & M. Francesc, 'Ikigai', Random House UK
2. C. James, 'Atomic Habits', Random House UK
3. Gaur Gopal Das, 'Energize Your Mind: Learn the Art of Mastering Your Thoughts, Feelings and Emotions', Penguin
4. S. Robin, 'The Everyday Hero Manifesto' Jaico Publishing House.

BUP1384			Financial Literacy and Banking				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
0	0	4	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Have an understanding of basic concepts related to savings and investment.

CLO2: Appreciate banking activities and insurance products.

CLO3: Have basic knowledge about financial markets.

CLO4: Be aware of the current happenings in the financial markets

COURSE CONTENTS

Unit I (10 Contact Hours)

Basics of Savings and Investment: Why are investing and savings important? Savings Vs Investment, Power of Compounding, What should be the investment objectives? Risk and Return, Inflation effects on Investment, Investor's Age and Assets Allocation. Government Schemes-National Saving Certificates, Public Provident Fund, Post Office Schemes, Equity Linked Savings Schemes, Retirement Benefits Schemes- NPS (New Pension System)

Unit II (12 Contact Hours)

Banking Activities: Deposits and Types of Deposits-Saving Bank Accounts, Fixed Deposit Accounts, Recurring Deposit Account, Special Term Deposit Schemes, Loans and Types of loan advanced by Banks and Other secondary functions of Bank. Banking structure in India and Role of Reserve Bank of India.

Protection Related products: Insurance Policies, Life Insurance, Term Life Insurance, Endowment Policies, Pension Policies, ULIP, Health Insurance and its Plans, Understanding of Ponzi Schemes

Unit III (10 Contact Hours)

Financial Markets: Capital Market Vs Money Market, Securities and its types, i.e., Equity, Debentures or Bonds, IPOs and FPOs, Mutual Funds, Types of Mutual Funds, Brokers, sub-brokers, Process for becoming a capital market investor.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

1. Investment Planning by SEBI
2. E. Narayanan Nadar, Money and Banking, PHI
3. T. R. Jain & R. L. Sharma, 'Indian Financial System', VK Global Publisher.
4. R.G. Saha, S. K. Panigrahi and D. K. Patel. Financial Literacy and Banking, Himalaya Publishing House
5. B. K. Das, Financial Literacy and Banking. Krupajala Books
6. T. R. Jain and R. K. Kaundal, 'Money and Banking', VK Global Publisher.

			Computerized Accounting - Tally				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
4	0	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: The participants will acquire skills and knowledge about the most commonly used accounting software Tally.

CLO2: Aid in developing hands-on skills and experience in using the software.

CLO3: Generating accounting reports useful for management decision making.

CLO4: Increase employability of participants due to software knowledge.

COURSE CONTENTS

Unit I (12 Contact Hours)

Definition of Accounting, Principles of accounting, Types of accounts, Golden Rules of Accounting, Journals, Ledgers, Trial Balance, Balance Sheet, Profit and Loss Accounts.

Unit II (13 Contact Hours)

Setting up company information and configuration.

Unit III (13 Contact Hours)

Creating accounting masters in Tally - accounting groups, ledgers, maintaining charts of accounts, creating inventory masters in Tally- stock groups, stock items, units of measures.

Unit IV (13 Contact Hours)

Creating vouchers, voucher entries - accounting vouchers, inventory vouchers, order vouchers.

Unit V (13 Contact Hours)

Generating basic reports such as Trial balance, Trading and Profit & Loss Accounts, Balance Sheet, Cash books, Stock summary, scenario management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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

1. 'Tally ERP9.0 in Simple Steps', Cogent Learning Solutions Inc.
2. Dr Namtra Agrawal, 'Comdex Tally ERP9.0 Course Kit'.
3. Ashok K Nadhani, 'Tally ERP9 Training Guide', 4th Revised Edition.

			Financial Modeling with Excel				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
4	0	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Have an understanding of basic concepts related to financial fundamentals.

CLO2: Incorporation of excel activities with financial instruments.

CLO3: Have basic knowledge about financial markets and data analysis.

CLO4: Building integrated financial models USING Excel

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Fundamental of Financial statements; Financial management- the relationship of finance to economics and accounting; financial analysis and planning-financial performance, break-even analysis and leverage, planning, and forecasting; financial valuation-time value of money, risk and return.

Unit 2 (13 Contact Hours)

Capital budgeting decisions- cash flows; NPV, IRR, and Payback period; capital structure and firm value; dividend policy; working capital management; linear programming decision production scheduling; relevant excel functionality

Unit 3 (13 Contact Hours)

Time series forecasting decisions- the type of forecasting models; forecasting methods; relevant excel functionality; data visualization with excel dashboards-PIVOT tables, VLOOKUP, GETPIVOTDATA

Unit 4 (13 Contact Hours)

Calculated fields in Pivot tables; troubleshooting: Pivot tables displaying duplicate values; time series forecast, linear prediction and date segmentation with no-code excel machine learning key features; regressions predictions

Unit 5 (13 Contact Hours)

Building integrated financial models; building a financial model by projecting balance sheets and profit and loss; monte carlo simulations; creation of balanced scorecards and operational dashboards with excel

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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

1. Shmuel Oluwa, 'Hands-On Financial Modeling with Microsoft Excel 365 -: Build your own practical models for forecasting, valuation, trading, and growth analysis using Excel 365', Packt Publishing Ltd.
2. C J Benton, 'Excel Pivot Tables & Introduction To Dashboards The Step-By-Step Guide', CreateSpace Independent Publishing Platform
3. Ron Person, 'Balanced Scorecards and Operational Dashboards with Microsoft Excel', Wiley Publishing House.

Second Year

BULMD201			Financial Accounting for Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the relevance of financial statements for various stakeholders of business.

CLO2: Apply the concept of accounting cycle for preparation of financial statements.

CLO3: Analyze the key elements of the financial statements like revenue, inventories, long lived assets and accounts receivables.

CLO4: Analyze the financial statements to assess the financial health of the business. Also assess the impact of changes in the accounting policies on the financial health of business.

COURSE CONTENTS

UNIT 1: Introduction to Financial Accounting (12 Contact Hours)

Elements of Financial Statements, Key Stakeholders of Financial Accounts of Business, Financial Accounting vs. Management Accounting, Accounting Regulation: ICAI, IASB, FASB, Accounting Standards: IFRS, Ind-AS.

UNIT 2: Accounting Principles & Accounting Cycle (13 Contact Hours)

Accounting Principles, Accounting Cycle, Preparation of Financial Statements using Accounting Cycle.

UNIT 3: Analysis of Key Elements of Financial Statements (13 Contact Hours)

Analysis of Revenue: Concepts and Applicable Methods, Managerial Discretion and Earning Management, Analysis of Inventory: Nature of Inventory, Inventory Valuation, Analysis of Receivables: Credit Losses, Allowance for Credit Losses, Ageing of Receivables, Analysis of Long-Lived Assets: Initial Recognition, Depreciation, Asset Revaluation and Impairment, Intangible Assets and Amortization.

UNIT 4: Cash Flow Statements (13 Contact Hours)

Cash Flow Statements: Elements of Cash Flow Statements, Preparation of Cash Flow Statements, Interpretation of Cash Flow Statements.

UNIT 5: Financial Statement Analysis (13 Contact Hours)

Standalone and Consolidated Financial Statements, Methods of Financial Statement Analysis: Common Size Analysis, Trend Analysis, Ratio Analysis, Du Pont Analysis, Qualitative Financial Statement Analysis, Earning Analysis.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Accounting-Text and Cases, 13e, Robert Newton Anthony, David F Hawkins, Kenneth A Merchant, (AHM), McGraw Hill Education, 2011.
- Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education, India.

BULMD203			Basics of Business Research				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Learn key concepts and applications of business research.

CLO2: Gain skills in creating research designs and employing sampling and data collection techniques.

CLO3: Develop the ability to analyze qualitative and quantitative data using statistical tools.

CLO4: Learn to write research reports and present findings effectively.

COURSE CONTENTS

Unit I (12 Contact Hours)

Introduction to Business Research: Definition, importance, and applications, Types of Business Research: Exploratory, descriptive, and causal research, Research Ethics: Ethical considerations in business research.

Unit II (13 Contact Hours)

Research Design and Methodology. Research Design: Qualitative vs. quantitative research, mixed methods. Sampling Techniques: Probability and non-probability sampling methods. Data Collection Methods: Surveys, interviews, focus groups, observation.

Unit III (13 Contact Hours)

Data Analysis and Interpretation. Quantitative Data Analysis: Descriptive statistics, inferential statistics, and hypothesis testing. Qualitative Data Analysis: Thematic analysis, coding, and narrative analysis. Use of Statistical Software: Introduction to software like Excel or SPSS or R for data analysis.

Unit IV (13 Contact Hours)

Literature Review and Secondary Data. Conducting a Literature Review: Identifying sources, evaluating the quality of research, and synthesizing findings. Secondary Data Sources: Using existing data, databases, and archives. Citation and Referencing: Proper citation methods (APA, MLA, etc.) and avoiding plagiarism.

Unit V (13 Contact Hours)

Reporting and Presenting Research Findings. Research Report Writing: Structure of a research report, writing an abstract, and presenting findings. Visual Presentation of Data: Charts, graphs, and tables. Presenting Research: Preparing presentations, using visual aids.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Business Research Methods (9 th edition) by William G. Zikmund, Barry J. Babin, Jon C Carr, Mitch Griffin, Cengage, 2013
- Introducing Research Methodology by Uwe Flick, Sage 2023
- Essentials of Marketing Research by Wrenn, Loudon, Silver, Stevens, Routledge 2013

BULMU201			Essentials of Operations Research				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Explain fundamentals and philosophy of Operation Research

CLO2: Estimate and interpret results with mathematical tools.

CLO3: Apply different measuring and relevant tools/ methods for data in business world.

CLO4: Formulate the solutions and implications of problems of business world with these tools.

UNIT I (12 Contact Hours)

Introduction of operation research, Linear Programming: Formulations, Graphical method for solving LP's with 2 variables

UNIT II (13 Contact Hours)

Simplex method, Duality theory, Special Linear Programming Problems-Transportations Problems (Stepping Stone Method), Assignment Problem.

UNIT III (13 Contact Hours)

Queueing system and Introduction to stochastic processes, Measures of performance, Arrival and Service processes, Kendall's notation, Single server and multi server models, channels in parallel with limited Applications of Simple Queueing Decision Models, Design and Control Models.

UNIT IV (13 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.

UNIT V (13 Contact Hours)

Project Scheduling by PERT/CPM Project management Origin and use of PERT Origin and use of CPM. Application of PERT and CPM. Project network-Diagram representation, critical path method, construction of time chart and resource labeling.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- N.D Vohra, Quantitative Techniques in Management, Tata Mcgrew Hill
- Practical Management Science (5th edition), by Wayne Winston and Chris Albright.
- Essentials of Business Analytics (1st edition), by Jeffrey D. Camm et al.
- Stephen G. Powell, Kenneth R. Baker, Management Science: The Art of Modeling with Spreadsheets Edition: 4th Edition, John Wiley and Sons Inc.
- Hamdy A. Taha: Operations Research-An Introduction, Prentice Hall, 9th Edition.
- 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, 9th Edition, Tata Mc Graw Hill.

BULSE201			Principles of Sales Management				Pre-Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
2	0	0	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To understand importance of selling and its process in business development.

CLO2: Analyze sales force management practices and to evaluate the sales planning process.

CLO3: Demonstrate the selling skills and value ethical sales practices.

CLO4: To learn about motivation and compensation process of sales executives.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Nature, Role and Importance of Sales Management; Personal Selling; Types/ Classification of personal selling, Difference between selling and marketing; Skill Sets required in selling. Evolution of personal selling Effective Sales Manager. Selling Skills: Communication skills and process; Managing Body Language; Listening Skills; Conflict Management; Negotiation, conflict management and Problem-Solving Skills

UNIT II

(12 Contact Hours)

Sales process: Pre-sales preparation; Methods of prospecting; Approaches to Sales Presentation. Methods of handling customer objections; Methods of closing sales and follow up action. Types of Sales Quotas Procedure of Quota setting Problems in setting sales quotas, Designing Sales Organization. Sales Forecasting: Forecasting approaches- qualitative and quantitative for market Demand, sales forecasting methods, Designing and Allocation of Sales Territories. Route Planning,

UNIT III

(12 Contact Hours)

Sales Motivation Factors Influencing Motivation of Sales Person; Designing Motivational Program; Motivational Tools, Factors influencing the design of a Compensation Plan; Types of Compensation plan; Sales force Expense Analysis; Measurement of Sales Organization Effectiveness.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Panda, Tapan K, and Sahadev Sunil, (2013), 'Sales and Distribution Management, Oxford, 2nd ed.
- Still, Cundiff, and Govni, (2011), Sales Management: Decision, Strategy and cases, Pearson, 5th ed.
- Ingram & Lafarge, Sales management: Analysis & Decision making, Cengage

BULSE203			Trading in the Indian Stock Market				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
2	0	0	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Have an understanding of basic concepts related to savings and investment.

CLO2: Appreciate banking activities and insurance products.

CLO3: Have basic knowledge about financial markets.

CLO4: Carry out technical analysis of stocks

COURSE CONTENTS

Unit 1

(12 Contact Hours)

Identify the existence of the stock market, make money in the stock market, factors of losing money in the stock market, type of risk of investing in stocks, Bull and bearish trends in the stock market, and the difference between investing and trading, enter and exist in stock market-case studies

Unit 2

(12 Contact Hours)

Basic rules of investing in the stock market, mapping them with sector performance, mapping company alignment with sector growth. Business tools- SWOT analysis and porter's five forces, fundamental analysis, reading financial statements, profit and loss statements, balance sheets, cash flow statements, and financial ratios.

Technical Analysis: Meaning, advantages, Fundamental Vs. Technical Chart Analysis: Charts, Formation, Different time frames, and various kinds of charts

Unit 3

(12 Contact Hours)

Candle Sticks & Bars: Introduction, Various Patterns, Support & Resistance: Meaning, The psychology behind the Establishment, Trend Lines: Use & importance, Factors affecting trend lines.

Pivot Point, Fibonacci Retracement & Projection, Chart Pattern, Indicators & Overlays: Moving Average, Simple Moving Average, Exponential Moving, Average, Weighted Moving Average, Average True Range Oscillators

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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:

1. [Richard Schabacker](#), 'Technical Analysis and Stock Market', Harriman House.
2. Clifford J Sherry, [Jason W Sherry](#), [John Sweeney](#), 'The Mathematics of Technical Analysis: Applying Statistics to Trading Stocks, Options and Futures', iUniverse.
3. [Robert D. Edwards](#), [John Magee](#), [W.H.C. Bassetti](#), 'Technical Analysis of Stock Trends, CRC Press.

BULSE205			Public Speaking				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
1	1	0	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Cultivate confidence and clarity in public speaking

CLO2: Learn to organize and deliver impactful speeches effectively

CLO3: Analyze and internalize the key characteristics of best public speakers

CLO4: Develop strategies to connect with diverse audiences

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Fundamentals of Effective Speaking: importance of confidence, enthusiasm, and clear communication, Speech Organization and Structure, Body Language

UNIT II

(12 Contact Hours)

Talk tools: Connection, Narration, Explanation, Persuasion, Revelation

UNIT III

(12 Contact Hours)

Speeches of Winston Churchill, Oprah Winfrey, Sandeep Maheshwari, Gaur Gopal Das, Jay Shetty, Robin Sharma and more.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	Students will be evaluated for their speaking skills and body language in Practicals

Reference Books

- TED talks: the official ted guide to public speaking by Chris Anderson, Nicholas Brealey Publishing
- https://www.ted.com/playlists/324/the_official_ted_talk_guide_pl
- The Art of Public Speaking by Dale Carnegie, Embassy Books

BULMI201			Introduction to Human Resource Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To enable student to design an organization's human resource management process that is compliant with law and supports organizational mission and strategy, best practices adopted globally in HRM.

CLO2: Assess how human resource planning can be done and Jobs designed in organizations.

CLO3: Understand different ways to recruit, select, train employees

CLO4: Do performance appraisal, wage and salary administration and maintain employee relations.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to Human Resource Management: Definition and Concept, Features, Objectives, Functions, Scope and Development of Human Resource Management, Importance of Human Resource Management, Human Resource Practices.

UNIT II (13 Contact Hours)

Human Resource Planning: Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP, Job Analysis and Design: Job Analysis, Job Description, Writing a Job Description, Job Specification, Job Design.

UNIT III (13 Contact Hours)

Recruitment: Introduction, Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment, Selection: Introduction, Concept of Selection, Process of Selection, Selection Tests, Barriers in Selection.

UNIT IV (13 Contact Hours)

Training: Concept and Significance of Training, Training Needs, Training Methods, Types of Training, Performance Appraisal: Introduction, Concept of Performance Appraisal, Purpose of performance appraisal, Process, Methods of Performance Appraisal, Major Issues in Performance Appraisal.

UNIT V (13 Contact Hours)

Wages and Salary: Introduction, Nature and Significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation, Incentives: Introduction, Concept of Incentives, Effective Incentive System, Types of Incentive Scheme, Employee Relations: Introduction, Concept of Employee Relations, Managing Discipline, Managing Grievance, Employee Counselling.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Dessler, Human Resource Management, PHI
- Mondy, Human Resource Management, PHI
- Gomez et al., Managing Human Resources, Pearson
- Aswathappa, Human Resource and Personnel Management, TMH
- Armstrong, Handbook of Human Resource Management Practices, Sage
- V.S.P. Rao, Human Resource Management, Excel Publisher
- Koontz & Weihrich, Essentials of Management, TMH

BUMMI201			Software Packages – I (R Programming)				Pre Requisites								
L-T-P			Total Credits: 4				C0-requisites								
L	T	P	Minor Duration	Major Duration	Internal Assessment	Lab Exam Duration	Minor –I	Minor- II	Major Assessment	Assignment	Theory Assessment	Lab Assessment (File, Viva, Practical)	Theory Total	Lab Total	Total Assessment
3	0	2	2 Minors of 3 Hours (1 Hr 30 Minutes each)	3 Hours	10	2 Hours	20	20	50	10	100	100	75	25	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To use and program in the programming language R.

CLO2: To use R to solve statistical problems.

CLO3: To implement and describe Monte Carlo the technology.

CLO4: To minimize and maximize functions using R.

COURSE CONTENTS

UNIT I

(12 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

(13 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

(13 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

(13 Contact Hours)

Graphics and plots, statistical functions for central tendency, variation, skewness and kurtosis, handling of bivariate data through graphics, correlations, programming and illustration with examples.

UNIT V

(13 Contact Hours)

Statistical Forecasting: Linear Regression, Logistic Regression, Multivariate Regression using R.

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 Assessment each +1 major of 50 Assessment.
	Internal assessment will be based on practical lab-based assessment carrying 10 Assessment in total.

Reference Books

- Christian Heumann, Michael Schomaker and Shalabh, 'Introduction to Statistics and Data Analysis - With Exercises, Solutions and Applications in R', Springer.
- Pierre Lafaye de Micheaux, my Drouilhet, Benoit Lique, 'The R Software-Fundamentals of Programming and Statistical Analysis', Springer.
- Alain F. Zuur, Elena N. Ieno, Erik H.W.G. Meesters, 'A Beginners Guide to R (Use R)', Springer.

BULMI203			Environmental Studies				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	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;

CLO1: Understand about basics of environment and the impact of human activities.

CLO2: Understand the importance of multiple disciplines in addressing the environmental issues.

CLO3: Understand sustainable environmental management approaches.

CLO4: To understand social issues and environment

COURSE CONTENTS

UNIT I: The Multidisciplinary Nature of Environmental Studies and Natural Resources (14 Contact Hours)

Definition; Scope and importance, Need for public awareness. Natural Resources, Renewable and non-renewable resources, Natural resources and associated problems. Forest resources, Water resources, Mineral resources, Food resources, Energy resources, Land resources.

UNIT II: Ecosystems (14 Contact Hours)

Concept of an ecosystem, Structure and function of an ecosystem, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids, Forest ecosystem, Grassland ecosystem, Desert ecosystem.

UNIT III: Environmental Pollutions (12 Contact Hours)

Definition, Causes, effects and control measures of Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards, Solid waste Management: Causes, effects and control measures of urban and industrial wastes.

UNIT IV: Social issues, Human Population and the Environment (12 Contact Hours)

From unsustainable to sustainable development, Urban problems related to energy, Water conservation, Resettlement and rehabilitation of people; its problems and concerns. Population growth, Environment and human health, Human Rights, Value Education, Women and Child Welfare, Role of information Technology in Environment and human health.

UNIT V: Field Work (12 Contact Hours)

- Visit to a local area to document environmental assets-river/forest/grassland/ hill/mountain.
- Visit to a local polluted site-urban/rural/industrial/agricultural.
- Study of common plants, insects, birds.
- Study of simple ecosystems-pond, river, hill slopes, etc.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Bharucha E, Environmental Studies for Undergraduate Courses, 2nd Ed., University Press (India) Pvt. Ltd. 2013
- Cunningham W and Cunningham M, Principles of Environmental Science, 9th Ed., McGraw-Hill Education, 2019
- Sharma PD, Ecology and Environment, 13th Ed. Rastogi Publications, 2017
- Gary S. and Thorpe MS, Barron's AP Environmental Science, 6th Ed., Barrons Educational Series, 2015
- Romm J, Climate Change: What Everyone Needs to Know® 1st Ed., Oxford University Press, 2016
- Fortey R, The Wood for the Trees: One Man's Long View of Nature, Knopf, 2016

BULMI205			Introduction to Logistics Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Identify fundamental concepts in logistics and supply chain management.

CLO2: Explain the roles of transportation, warehousing, and distribution systems.

CLO3: Apply logistics strategies to optimize operational efficiency.

CLO4: Analyze the impact of technological innovations in logistics sector.

COURSE CONTENTS

Unit I (12 Contact Hours)

Overview of Logistics: Evolution, definition, importance, and scope. 7Rs of Logistics. Logistics vs Supply chain management. Logistics Functions, Logistics Performance Index (World bank)

Unit II (13 Contact Hours)

Modes of Transportation, Route planning, carrier selection, and freight management. Centralized vs. Decentralized Distribution, Direct shipping, cross-docking, and hub-and-spoke systems. Containerization. Sustainable transport practices, green logistics and carbon footprint reduction. Analyzing the transportation and distribution strategy of a leading logistics company.

Unit III (13 Contact Hours)

Warehouse Functions: Storage, handling, and distribution. Types of Warehouses: Public, private, and bonded warehouses. Inventory Management: Types of inventory, inventory control systems, and optimization techniques.

Unit IV (13 Contact Hours)

Information Technology in Logistics: Role of IT, EDI, and TMS. Use of automated systems in warehousing and transportation. Sustainability in Logistics: Green logistics, reverse logistics, and sustainable practices.

Unit V (13 Contact Hours)

Logistics in India. Role of logistics in GDP. PM Gatishakti, National Logistics Policy, Bharatmala Project, Sagarmala Project

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Logistics Management by Ganapathi and Nandi, Oxford University Press 2015
- Logistics Principles and Practice by Visser, Taylor & Francis 2019
- NLP, Gati Shakti, LEADS <https://logistics.gov.in/> 2024

BULMD202			Production and Operations Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Identify and map the key elements of any production systems.

CLO2: Take decisions with respect to key aspects of the design of production conversion systems.

CLO3: Plan, manage and control the key elements of operations systems on ongoing basis.

CLO4: Understand the complexity in modern production system and how to respond to those complexities.

COURSE CONTENTS

UNIT I: Managing Operations (12 Contact Hours)

Operations Function in Organization, Management Variables and Operations Conversion System, Historical Evolution of Production and Operations Management, Strategic Role of Operations Management, Recent Trends in Operations Management.

UNIT II: Planning (Designing) the Conversion System (13 Contact Hours)

Forecasting, Designing Products, Services and Process, Capacity Planning, Location Planning, Layout Planning.

UNIT III: Organizing and Scheduling the Conversion System (13 Contact Hours)

Job Design, Production and Operations Standard, Work Measurement, Project Planning and Scheduling Models, Operations Planning and Scheduling Systems.

UNIT IV: Controlling the Conversion Systems (13 Contact Hours)

Inventory Control Systems and Models, Material Requirement Planning, Quality Control Systems.

UNIT V: Dynamics of Operations Management (13 Contact Hours)

Sources of Complexity in Production System, Modeling Production Complexity, Dealing with Supply Chain Partners, Building Resilience Production System, Exogenous Factors (STEEP Framework) and Firms Response and Approach.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Production and Operations Management: Concepts, Models, and Behavior, 5e, Everette E. Adam.Jr. and Ronald J. Ebert, Prentice Hall of India.
- Modern Production/Operations Management, 8e, Elwood S. Buffa and Rakesh K. Sarin, John Wiley and Sons, Canada.
- Production and Operations Management, 3e, S. N. Chary, McGraw Hill Co., India.
- Manufacturing Planning & Control for Supply Chain Management, Thomas E. Vollmann, William L. Berry, D. Clay Whybark, F. Robert Jacobs, Tata McGraw Hill Co., India.
- Projects: Planning, analysis, Selection, Financing, Implementation, and Review, 7e, Prasanna Chandra, McGraw Hill Co. India.

BULMD204			Introduction to Financial Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

CLO1: Have a conceptual understanding of various aspects of Financial Management.

CLO2: Apply the principles of Financial Management in investment decision making situations.

CLO3: Apply the principles of Financial Management in financing decision making situations.

CLO4: Apply the principles of Financial Management in dividend and working capital decision making situations.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction: Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

UNIT II

(13 Contact Hours)

Investment Decision: The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate.

UNIT III

(18 Contact Hours)

Financing Decision: Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage. Determinants of capital structure.

UNIT IV

(8 Contact Hours)

Dividend Decisions: Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice.

UNIT V

(13 Contact Hours)

Working Capital Decisions: Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
- Levy H. and M. Sarnat . Principles of Financial Management. Pearson Education
- Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
- Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
- Khan and Jain. Basic Financial Management, McGraw Hill Education
- Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
- Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi
- Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd
- Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi
- Pandey, I.M. Financial Management. Vikas Publications

BUMMD202			Entrepreneurship Management				Pre Requisites		Odd Semester	
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	0	2	4	2 Minors of 1Hour Each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Exposed to distinct entrepreneurial abilities, traits and capacity in an entrepreneurship portfolio.

CLO2: Exposed to the entrepreneurial environment prevailing in the world in general and India in particular.

CLO3: Exposed to the process to select and screen business ideas and transcribe viable business plans.

CLO4: Exposed to the importance of innovation in the creation of sustainable competitive advantage.

COURSE CONTENTS

Unit I (12 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 (13 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 (13 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 (13 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 (13 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 Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.
	<p>Five Lab Exercises in the field of Idea generation, business plan formulation, business model canvas formulation, Techno-economic feasibility assessment will be conducted and assessment of Lab component will be on the basis of Lab File, viva voce and Lab hand on assessments</p> <p>Each student will work individually or in groups (as per instruction of the concerned faculty members) over the Semester towards applying the concepts being taught in the course 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</p>

Reference Books

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson
- Singh B.N.P., 'Industrial Development under Structural adjustment Programme', D.D. Publication
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi.
- Drucker, P.F., 'Innovation and Entrepreneurship, Heinemann', London.
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi.

- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans', Excel Books,
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University, Press, Boston.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi.
- Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi.
- Renu Arora and 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,
- Economic and Political Weekly, New Delhi, Various Issues.

BULMD206			Advances in Economic Environment of Business				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To Identify the process and strategies framing conducive of Business Environment.

CLO2: To Evaluate the concepts of Political and legal factors that influence global business environment.

CLO3: To Appraise the Social and Cultural Environment of Business.

CLO4: To Evaluate and analyze the various theories external Environment.

COURSE CONTENTS

Unit I (12 Contact Hours)

Business: Meaning, Definition, Nature & Scope, Types of Business Organizations, Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment, Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment, SWOT Analysis. Introduction to Micro-Environment: Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity.

Unit II (13 Contact Hours)

Political and Legal environment, Political Institutions: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, Public sector and Joint sector

Unit III (13 Contact Hours)

Sun-rise sectors of India Economy. Challenges of Indian economy. Social and Cultural Environment, Technological environment and Competitive Environment, Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business. Technological environment: Features, impact of technology on Business, Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies

Unit IV (13 Contact Hours)

Natural Environment-Meaning-Importance-Natural Resource Accounting (NRA) – NRA and Evaluation of Interaction between Foreign trade and Environment-Green Business-Meaning Sustainability Strategies-Essential Characteristics-Green Business Practices- Ecomarks - EIA Procedure and steps-EIS- EMP-ISO 14000-Information Technology- Impact of Information Technology on International Trade- Role played by satellite signals in assisting government and private sectors

Unit V (13 Contact Hours)

Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.

MNCs: Definition, meaning, merits, demerits, MNCs in India

FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India, Challenges faced by International Business and Investment Opportunities for Indian Business: Meaning, Definition, Nature & Scope, Types of Business Organizations.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Janet Morrison – The Global Business Environment-Palgrave Mcmillan Publishers
- Debra Johnson, Colin Turner – International Business – Routledge Publishers
- Aswathappa - International Business- Tata McGraw Hill
- Justin Paul - International Business - PHI Publishers
- John.D.Daniel -International Business - Pearson Education

BULMI202			Tourism and Hospitality Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the key characteristics of tourism and hospitality marketing.

CLO2: Understand the role of relationship marketing in the tourism and hospitality arena.

CLO3: Develop a marketing plan for an organization operating in the tourism and hospitality industry

CLO4: Understand the key issues in the marketing of tourist destinations.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Concept of Tourism - Definition, evolution of Tourism; Tourist- Definition, Distinction between Traveler, Visitor, Tourist, Excursionist & Transit Visitor; Typology of Tourist; Travel Motivations; Tourism Systems-Elements, Kinds and Uses.

UNIT II (12 Contact Hours)

Tourism Product- Features of Tourism Product; Types of Tourism Product; Tourism Typology; Tourism Industry- Components Tourism Paradigms and forms.

UNIT III (16 Contact Hours)

Tourism Impacts: Socio-Cultural, Economic, Environmental and Political Impact Assessment; Positive and Negative Impacts of Tourism; Carrying capacity of destinations. Tourism Organizations-Role and Function; Stakeholders in Tourism Development. Hotel: types and characteristics; Hotels organizational structure and their functions; Linkages & integrations in hotel industry; International hotel regulation.

UNIT IV (12 Contact Hours)

Front office operations: Introduction; Competencies of front office Personnel; Functions and procedures of Front office; Guest Relations Executive. House-keeping: Competencies of a housekeeping professional; Duties of an Executive Housekeeper and Room Attendant- Rules on a guest floor; Public Area Management and Service.

UNIT V (12 Contact Hours)

Tourism Resources: Concept, and classification; difference between tourism resources and products; Culture and Heritage; Travel Agency – concept, importance; functions, types. Tour planning process.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Swain, S.K. and Mishra, J.M. (2012). Tourism Principles and Practices. Oxford Publication.
- B Chand, M. (2004). Basics of tourism: theory, operation and practice. Kanishka Publishers.
- B Roday, S., Biwal, A., & Joshi, V. (2009). Tourism operations and management. Oxford University Press.
- B Goeldner, C.R and Ritchie, J.R (2012). Tourism – Principles, Practices and Philosophies, John Wiley & Sons, Inc.

BUMMI202			Industrial Psychology				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	0	2	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: 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.

CLO2: 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.

CLO3: 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,

CLO4: Understand practical implications of motivation theories, job satisfaction and morale and new directions in leadership research globally.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to Psychology in Industry, Organizational Psychology, Role of psychologist in Industry, human factors and Industry problems; psychological tests in Industries: their utility, reliability and validity.

UNIT II (13 Contact Hours)

Conceptual framework of attitudes: factors influencing development of attitudes, implications for organisations.

UNIT III (13 Contact Hours)

Psychographic factors involved in employee's job performance, psychological tests in Industries: their utility, reliability and validity, accidents at workplace.

UNIT IV (13 Contact Hours)

Employee morale, job satisfaction, practical implications of motivational theories, new directions in leadership research, emotional management,

UNIT V (13 Contact Hours)

Work environment: noise, illumination, colour, vibration etc., accidents at workplace, 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 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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:

1. Schultz & Schultz, 'Psychology & Work Today', Pearson Ed.
2. Muchinsky, 'Psychology Applied to Work', Thomson Wadsworth.
3. Coon & Mitterer, 'Introduction to Psychology: Gateways to Mind & Behavior', Thomson Wadsworth.
4. Kaplan & Saccuzzo, 'Psychological Testing- Principles, Applications & Issues', Thomson Wadsworth.

BUMMI204			Software Packages – II (Python)				Pre Requisites								
L-T-P			Total Credits: 4				C0-requisites								
L	T	P	Minor Duration	Major Duration	Internal Assessment	Lab Exam Duration	Minor –I	Minor- II	Major Assessment	Assignment	Theory Assessment	Lab Assessment (File, Viva, Practical)	Theory Total	Lab Total	Total Assessment
3	0	2	2 Minors of 3 Hours (1 Hr 30 Minutes each)	3 Hours	10	2 Hours	20	20	50	10	100	100	75	25	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To Build basic programs using fundamental programming constructs like variables, operators, if condition constructs, looping, and functions

CLO2: To Work with user input to create fun and interactive programs.

CLO3: To Solve statistical problems and visualize data using graphical plotting.

CLO4: To Work with files – excel, csv.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to Python, feature of Python, installing Python, working with python Interpreter, basic syntax, Python literals, variable and data types, Basic Input-Output Operations

UNIT II

(13 Contact Hours)

Operators: Basic operators: Arithmetic, Relational, Logical, Assignment, Membership, Identity operators, Operator precedence, Data manipulation using basic operators, Your First Program, Boolean values

UNIT III

(13 Contact Hours)

Conditional statements-If, If-Else, nested if-else, Examples: Making decisions in Python, Looping-For, While, Nested loops, Examples: Repeating statements in Python, Control Statements-Break, Continue, Pass.

UNIT IV

(13 Contact Hours)

String Manipulation-Accessing String, Basic Operations, String Slices, and Examples.

Lists-Introduction, Input values in List from user, accessing list, operations, working with lists.

Tuple-Introduction, Accessing tuples, operations, examples.

Sets-Introduction, Accessing set, operations, examples.

Dictionaries-Introduction, accessing values in dictionaries, working with dictionaries, properties, Examples.

UNIT V

(13 Contact Hours)

Functions, Modules and Packages Built in Modules, Function and Methods for strings, Lists, Tuples, Sets, Dictionaries. Importing modules in python program, working with Built-in Modules.

Python Libraries, Statistical Analysis- NumPy, SciPy, Pandas, StatsModels, Data Visualization- Matplotlib, Seaborn, Plotly, working with files

NOTE:	Research article and case studies will be used as per the course content.
	Evaluation shall be carried out in three stages, 2 minors of 20 Assessment each +1 major of 50 Assessment.
	Internal assessment will be based on practical lab-based assessment carrying 10 Assessment in total.

Reference Books

- Mark Lutz, Programming Python, O'Reilly, 4th Edition, 2010
- Timothy A Budd. Exploring Python. Mc Graw Hill Education
- Hans Fangohr. Introduction to Python for Computational Science and Engineering (A beginner's guide)
- Mark Lutz. Learning Python, 4th Edition
- Paul Gries, Jennifer Campbell, Jason Montojo. Practical Programming: An introduction to computer Science Using Python, The Pragmatic Booksel

BULVO201			Yoga for Holistic Development				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Know and practice yoga Aasan

CLO2: Know and practice Pranayama

CLO3: Know and practice Hand mudras

CLO4: Know and practice Yoga Prayers

COURSE CONTENTS

UNIT I (12 Contact Hours)

Yoga- meaning, history, importance. 8 limbs of Yoga. When, where, what and how to practice.

UNIT II (13 Contact Hours)

Yoga prayers. Om - Primordial sound of creation, Gayatri mantra, vedic prayer, shanti path

UNIT III (13 Contact Hours)

Yogasanas- Yoga poses. Warm up poses. Yoga poses for neck and back. Standing yoga poses. Yoga at Workplace. Sun Salutation- Surya Namaskar.

UNIT IV (13 Contact Hours)

Breath regulation-Pranayam. Preparation and practice of Anulom-vilom, Nadi-shodhan, Bhramari, Sheetkari, Kapalbhathi Pranayam. Kumbhak and Bandh.

UNIT V (13 Contact Hours)

Hand mudras- Gyan, Prana, Surya, Apana, Vayu Mudras. Practicing Meditation.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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:

1. Yoga The Path to Holistic Health: The Definitive Step-by-Step Guide by BKS Iyengar (DK Publishers)
2. Yoga in the Workplace by Shameem Akthar (Westland Publications)

BULVO202			Financial Modeling with Excel				Pre Requisites								
L-T-P							C0-requisites								
L	T	P	Minor Duration	Major Duration	Internal Assessment	Lab Exam Duration	Minor -I	Minor- II	Major Assessment	Assignment	Theory Assessment	Lab Assessment (File, Viva, Practical)	Theory Total	Lab Total	Total Assessment
3	1	0	2 Minors of 3 Hours (1 Hr 30 Minutes each)	3 Hours	10	2 Hours	20	20	50	10	100	100	75	25	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Have an understanding of basic concepts related to financial fundamentals.

CLO2: Incorporation of excel activities with financial instruments.

CLO3: Have basic knowledge about financial markets and data analysis.

CLO4: Building integrated financial models USING Excel

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Fundamental of Financial statements; Financial management- the relationship of finance to economics and accounting; financial analysis and planning-financial performance, break-even analysis and leverage, planning, and forecasting; financial valuation-time value of money, risk and return.

Unit 2 (13 Contact Hours)

Capital budgeting decisions- cash flows; NPV, IRR, and Payback period; capital structure and firm value; dividend policy; working capital management; linear programming decision production scheduling; relevant excel functionality

Unit 3 (13 Contact Hours)

Time series forecasting decisions- the type of forecasting models; forecasting methods; relevant excel functionality; data visualization with excel dashboards-PIVOT tables, VLOOKUP, GETPIVOTDATA

Unit 4 (13 Contact Hours)

Calculated fields in Pivot tables; troubleshooting: Pivot tables displaying duplicate values; time series forecast, linear prediction and date segmentation with no-code excel machine learning key features; regressions predictions

Unit 5 (13 Contact Hours)

Building integrated financial models; building a financial model by projecting balance sheets and profit and loss; monte carlo simulations; creation of balanced scorecards and operational dashboards with excel

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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

- Benninga, S. Financial modeling. MIT press.
- Sengupta, C. Financial modeling using excel. John Wiley & Sons.
- Charnes, J. Financial Modeling with Crystal Ball and Excel. John Wiley & Sons.
- Sengupta, C. Financial analysis and modeling using Excel. John Wiley & Sons.
- Proctor, K. S. Building financial models with Microsoft Excel: A guide for business professionals. John Wiley and Sons.

BULVO203			Digital Hygiene				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Identify Cyber space spectrum

CLO2: Identify and avoid victim of cybercrime

CLO3: Ensure safety online of self and data

CLO4: know legal framework of IT rules in the country

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Virtual classroom and collaborative learning environment, inhabitant of cyberspace hostile side. Basic Concepts and Definitions: Digitalization, Cyberspace, digital footprints, digital profiling, hacking, data breach, deep/dark web, Threat Landscape: Victim, Actor, Motive, Vectors, Techniques, Why do people fall victim to cybercrimes?, Information Security - CIA Triad, RMIAS Model

UNIT II

(13 Contact Hours)

Trending Cybercrimes: Phishing, Email, Fake Messages, SMS, Call based Phishing, Spear Phishing / Whaling, fraud calls /videos fishing, fake websites, Online Financial frauds, Internet banking-related fraud UPI fraud, OTP Frauds (Mentioned separately as its Modus Operandi differs from UPI Frauds), e-Wallet frauds, Debit/Credit Card/ Sim swap/ Sim cloning fraud, Demat/depository fraud, Cryptocurrency fraud Social Media Crimes, Cyberstalking, Cyberbullying, Sexting, Honey Trapping, Trolling, Morphing, Grooming

UNIT III

(13 Contact Hours)

Mobile Apps – Websites-based issue Dangerous game challenges, Malicious Apps, Matrimonial/ career frauds, Malware and Types, Virus, Worm, Trojan, Backdoor, RootKit, Botnets, Damage to computer systems, Unauthorized access, Data breach, Some other cybercrime and related instances, Spoofing, IoT Attacks, Advanced persistent threats, Scareware, Adware

UNIT IV

(13 Contact Hours)

A Ready Reckoner to Stay CyberSafe: Secure E-Commerce Usage: (Do not blindly go on reviews, Genuine Websites, etc.), Secure Computer/Laptop Usage: Strong Password, Updated Antivirus, and Systems, Refrain Admin Accounts, etc., Secure Mobile Phone Practices: Password/Pattern, Find My Device, Disk Encryption, Location-Privacy settings, Unknown – Third-Party App Risks, etc., Secure Internet Usage (Antivirus, Pop-up protection, File Download, etc.), How to Use Digilocker to keep originals, Preventive measure, Tools to Safeguard

UNIT V

(13 Contact Hours)

Demystifying Institutional framework of Cyber Security in India: NCSC, MeitY – CERT-In- Cyber Swachhta Kendra (Botnet cleaning and Malware Analysis Centre), ISEA, Cyber Surakshit Bharat Programme, NCIIPC, National Cyber Coordination Centre (NCCC), MHA – CIS Division, Indian Cybercrime Coordination Center (CyberDost and its Handles), Glimpses into Legal framework for Cyber Security and Privacy in India, What to Do if Victim of a Cybercrime , How and Where to Lodge a Cyber Crime Complaint,(i) Helplines and Portals. (Women and Children)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Handbook on Digital Hygiene. Learn how to use technology ecologically. [Print Replica] Kindle Edition by Karina Chotchaeva
- Cybercrimes and Cyber Hygiene: Awareness for Netizens Kindle Edition by Amit Dua (Author), Akash Jyoti Sahoo (Author), Nisheeth Dixit (Author)
- Good Digital Hygiene: A guide to staying secure in cyberspace by Ed Gelbstein Publisher: Bookboon 2013

Third Year

BULMD301			International Business Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 1Hour Each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: to explain basics of International Business Management in the applied form.

CLO2: to interpret the meaning of the estimated statistical tools in business problems.

CLO3: to apply different measuring and relevant tools/ methods for data in business problems.

CLO4: to formulate and solve empirical business problems.

COURSE CONTENTS

Unit I (12 Contact Hours)

Introduction: Meaning and scope of international business. Types of international business. Distinguishing features of international business environment. International economic environment: Comparative economic systems. World monetary system. Role of IMF in world monetary system.

Unit II (13 Contact Hours)

Evolution, objectives, functions and organization of IMF. Commercial policy and its instruments. Global and regional economic organizations: Genesis, objectives, functions, operational policies of IBRD, IDA, IFC and ADB. Economic Integration among countries: Rationales behind economic integration. Levels of economic integration – the Free Trade Area, the Custom Union, the Common Market, The Economic Union.

Unit III (13 Contact Hours)

Global Economic Alliance: UNCTAD and WTO – Their genesis, objectives, nature of treaty and achievements. Regional Economic Alliance: EU, NAFTA, ASEAN, OPEC – their objectives, nature of treaty and achievements. International Technological Environment: Technology Transfer - Meaning, source and modes. Significance of technology transfer for the developing countries.

Unit IV (13 Contact Hours)

International Political Environment: Different political systems and their impact on international business. Trade relationship among developed and developing countries. International Legal Environment: Role of international law in International Business. International Cultural environment: Nature and contents of international cultural environment and their influence on international business.

Unit V (13 Contact Hours)

International Business of Services: Differences between services and products. Linkages between services and products. The role of international services in the world economy. Global transformations in the services sector. Problems and Macro responses to problems in international services trade. Patents; Anti-dumping Measures, Dispute Settlement; Transfer of Technology. Sustainable international marketing practices

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.

Recommended Books:

- Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
- Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
- Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.
- Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
- Hill, Charles W. L., International Business, McGraw Hill, New York.
- Justin Paul, International Business, PHI
- Riad A. Ajami International Business-Theory & Practices, PHI.

BUMMD301			Essentials of Business Analytics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	0	2	4	(2 Minors of 1Hour Each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

To understand the need for effective business analytics within an organization.

To analyze complex problems using advanced analytics tools.

To learn descriptive, predictive and prescriptive business analytics.

To interpret data for better decision-making

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Foundations of Business Analytics, Decision making, Introduction to Business Analytics, Models in Business Analytics, Problem solving with analytics, Big data, Stages of analytics (descriptive, predictive, prescriptive).

Unit 1 (13 Contact Hours)

Descriptive Statistical Measures: measures of location, dispersion, shape and association. Visualizing and Exploring Data: Overview, Tables, Charts, Advanced data visualization, data dashboards.

Unit 1 (13 Contact Hours)

Trendlines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Spreadsheet Modeling and Analysis, Monte Carlo Simulation and Risk Analysis.

Unit 1 (13 Contact Hours)

Linear Optimization, Applications of Linear Optimization, Integer Optimization, Decision Analysis. Introduction To Python: Features, Application, Installation and Working with Python, Understanding Python variables Python basic Operators Understanding python blocks Data Types: Data types and Operators

Unit 1 (13 Contact Hours)

Application of Analytics in Finance, Marketing, Human Resource Management, Supply Chain, Healthcare, social media and Cyber Space.

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 Assessment each +1 major of 50 Assessment.
	Five Lab Exercises in the field of big data, Stages of analytics, Trend lines and Regression Analysis, Forecasting Techniques Linear Optimization, Integer Optimum would be conducted and
	Assessment of Lab component will be on the basis of Lab File, viva voce and Lab hand on assessments.

Reference Books

- James, E. R, Business Analytics. UK: Pearson Education Limited.
- Rao, P.H., Business Analytics: An Application Focus, Prentice Hall India.
- Prasad, R. N., Acharya, S. Fundamentals of Business Analytics, Wiley.
- Schniederjans, M. J., Schniederjans, D. G., Starkey, C.M., Business Analytics: Principles, Concepts and Applications, Pearson.

BULMD303			Banking and Insurance Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the basic principles of Banking.

CLO2: Understand the basic principles of Insurance

CLO3: Understand the current events in Banking and Insurance.

CLO4: Understand risk management in Banking and Insurance

COURSE CONTENTS

Unit I

(12 Contact Hours)

Introduction to Banking Business: Origin of Banking, Banking System-Concept and Different Important Terms used in Banking Business, Banking Sector Reforms in India, Banker and customer relationship, General and special types of customers, Overview of Banking Regulation Act 1949

Unit II

(13 Contact Hours)

Banking Products and Banking Services: Financial Services offered by banks, Asset-Liability Management, Liability Products – Types of Loans and Advances, Asset Products - Types of deposits, CASA Score, Role of the Central Bank as Regulator, RBI's Policies for commercial banks International Security Standards in Banking, Internet Banking: Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash, Payment banks

Unit III

(13 Contact Hours)

Bank Lending: Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advances against various securities.

Risk Management in Banks: Risk Universe of banks, Measures for identifying and controlling risks, CAMELS Rating, Risk Architecture -Basel Regulations-Basel I, Basel II & Basel III

Unit IV

(13 Contact Hours)

Risk and Insurance: Types of Insurance- Life and General- Insurance and Risk Mitigation, Basic concept of insurable risk, Perils and Hazards, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution,

Unit V

(13 Contact Hours)

Insurance Business: Concept of Insurance- Actuarial Practice for Life and Non-life, Re-insurance, Risk and return relationship, Legal Aspects of Insurance Contracts, Regulatory Framework of Insurance, and Overview of IRDA Act, Power, Functions and Role of IRDA, Online Insurance, Bancassurance

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Agarwal, O.P., Banking and Insurance, Himalaya Publishing House
- Satyadevi, C., Financial Services Banking and Insurance, S.Chand
- Suneja, H.R., Practical and Law of Banking, Himalaya Publishing House
- Chabra, T.N., Elements of Banking Law, Dhanpat Rai and Sons
- Arthur, C. and C. William Jr., Risk Management and Insurance, McGraw Hill
- Saxena, G.S; Legal Aspects of Banking Operations, Sultan Chand and Sons
- Varshney, P.N., Banking Law and Practice, Sultan Chand and Sons
- Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning

BULSE301			Digital Literacy				Pre-Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
2	0	0	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: CLO1: Critically harness digital literacy for professional practice and research and demonstrate digital citizenship in online learning, professional and social communities.

CLO2: Understanding the applications of digital financial services and IT Act 2000

CLO3: Understanding the Latest Trends in IECT & e-Governance.

CLO4: Understand the concepts of cloud computing, mobile computing, digital signatures and cyber security and threats

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to Digital Literacy: what is digital literacy and how it is different from information literacy, media literacy & computer literacy, Why is Digital Literacy Important? Improving your digital literacy. Modes of Digital Communication: From Oral to Print Culture, How the Printing Press Changed Society? The Next Wave: Media Communication, Why the Internet is a Communication Revolution? Who Controls the Internet? Becoming a Digital Citizen in the New World; Social media and your digital footprints.

UNIT II

(13 Contact Hours)

Application of Digital Financial Services, Banking products-ATM card, RuPay Card, Banking Instruments-Cheque, Demand Draft (DD), Currency Notes, Banking Services Delivery Channels, Know Your Customer (KYC), Opening of bank account and documents required, Types of bank accounts, Bank's services including remittances, loan, mobile banking, etc., Types of Insurance, Pradhan Mantri Jan Dhan Yojana (PMJDY), password security and ATM withdrawal, Insurance, Social Security Schemes-Atal Pension Yojana (APY), Pradhan Mantri Suraksha Bima Yojana (PMSBY), Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY), Pradhan Mantri Mudra Yojana (PMMY).

UNIT III

(13 Contact Hours)

Cyber Security: Basic concepts of threats, vulnerabilities, controls; risk; confidentiality, integrity, availability; security policies; security mechanisms. Data Security and protection: concept, creating strong passwords; how to stay safe when surfing on internet: "In private Browsing", identifying secure website, clear cookies; Know how to identify a secure web site: https, lock symbol; Security Considerations: Know about security threats from web sites like: viruses, worms, Trojan horses, spyware. Understand the term malware; hacking Netiquettes: Be aware of the possibility of receiving fraudulent and unsolicited e-mail; phishing, Recognize attempted phishing; Plagiarism and Artificial Intelligence

UNIT IV

(13 Contact Hours)

Latest Trends in IECT & e-Governance: Applications of IECT: e-governance, Multimedia and Entertainment; Project Management using IT tools & related applications, Introduction to Cloud Computing: What is cloud computing, Properties & Characteristics, Service models; Introduction to Mobile Computing, its components and characteristics. Basics of Software Licensing Overview and understanding of IT Act 2000.

UNIT V

(13 Contact Hours)

Digital signature: definition as per ITA 2000, how digital signature works; role of certifying authorities: Digital Certificates and their uses, Certifying Authority regulation in India, Obtaining a trial version of a Digital Certificate; legal aspect covering digital signatures in India; how to use digital signatures on electronic documents. e-Governance: Definition of e-Governance, Pillars of e-Governance, Infrastructure for e-Governance, Familiarization with terminology like change management, processing engineering, Govt. Processing engineering and Governance, e-Governance project life cycle,

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Developing Digital Literacies: A Framework for Professional Learning; By: Dustin C. Summey/Publisher: Corwin Press: 2013
- Understanding Digital Literacies (English, Paperback, Jones Rodney H.), Routledge, 2021
- Digital Literacy Essentials (Understanding and Engaging With Media) (Hardcover, Dr. Paramveer Singh, Mayank Bharadwaj), K.K. Media, 2023
- Digital Citizenship Toolkit, Ed. Michelle Schwartz, Toronto Metropolitan University Pressbooks, Creative Commons Attribution 4.0 International License

BULSE303			Design Thinking				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
2	0	0	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Recognize the importance of design thinking as a potent innovation tool.

CLO2: Cultivate observational skills to understand and tackle challenges effectively

CLO3: Apply empathy, ethics, prototyping, and social connections principles for practical problem-solving.

CLO4: Synthesize insights from design thinking principles to foster creative problem-solving and innovation.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

What is design thinking, When to use it. Fundamental attitudes, How to prepare yourself for innovative thinking (exercises and activities), Embracing Human-centred designs, Overcoming Cognitive fixedness, Inspiring stories/case studies

UNIT II

(12 Contact Hours)

Stages of Design Thinking, Design Challenge, Team dynamics, Target customer/audience, Probing tools, Systematic Inventive Thinking tool, Creating Empathy Maps

UNIT III

(12 Contact Hours)

SCAMPER tool, Six Thinking Hats, Creating persona Grid. Preparing Business Model Canvas, Creating Solutions, Prototyping, Risk reduction, Testing, Intellectual property/patent filing, Collaboration dynamics, Funding strategy, Sustainable revenue generation

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Design Your Thinking by Pavan Soni , Penguin
- HBR's 10 Must Reads on Design Thinking by Tim Brown, Clayton M. Christensen, Indra Nooyi , Vijay Govindarajan, Harvard Business Review Press
- Solving Problems with Design Thinking: Ten Stories of What Works by Jeanne Liedtka, Andrew King, Kevin Bennett (Audible Audiobook)

BULSE305			Creative Thinking				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
2	0	0	2	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Approach problems with a fresh and distinct mindset

CLO2: Develop skills to generate unconventional solutions, boosting productivity.

CLO3: Develop thinking that clears doubts, breaks old habits, and embraces non-linear approaches

CLO4: Apply creative mindset for innovative thinking across diverse challenges

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Meaning, Scope and Objectives, Principles of Creativity, Benefits and Applications of Creative Thinking. Personal Creativity, Measuring the creativity.

UNIT II

(12 Contact Hours)

Brainstorming: The integrated problem solving, Reverse Brainstorming: Forming the problem. The Kipling Method (5W1H), Lateral Thinking: Looking beyond the picture, Picture Association. Morphological Analysis. Creativity Canvas.

UNIT III

(12 Contact Hours)

Watching, Listening, Reading, Curiosity and Writing, Pause and analyze yourself, Sleep on the problem to start afresh. Self-marketing, Spreading your ideas, Successful creative careers.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Making Ideas Happen: Overcoming the Obstacles between Vision and Reality by Scott Belsky, Penguin Publishing Group
- Creative Careers: Making a Living with your Ideas by B. Jeffrey Madoff, Hachette Books
- The Creative Thinking Handbook: Your Step-by-Step Guide to Problem Solving in Business by Chris Griffiths, Melina Costi, Kogan Page Publishers

BULMD302			Resilience Building				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand the concept and importance of resilience in personal development.

CLO2: Identify key characteristics of resilient individuals.

CLO3: Identify personal strengths and resources

CLO4: Develop practical strategies for fostering resilience in daily life

COURSE CONTENTS

UNIT I (12 Contact Hours)

Overview of Resilience, Importance of Resilience in Personal Development, Characteristics of Resilient Individuals

UNIT II (13 Contact Hours)

Identifying and Defining Adversity, Types of Life Challenges and Stressors, Impact of Adversity on Mental Well-being

UNIT III (13 Contact Hours)

Identifying Personal Strengths, Building a Supportive Social Network, Developing Coping Mechanisms and Problem-Solving Skills

UNIT IV (13 Contact Hours)

Growth Mindset vs. Fixed Mindset, The Power of Positive Thinking, Cultivating Optimism in the Face of Challenges

UNIT V (13 Contact Hours)

Resilience-building Activities and Exercises, Real-life Case Studies of Resilient Individuals, Creating a Personal Resilience Plan

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Option B: Facing Adversity, Building Resilience, and Finding Joy by Sheryl Sandberg and Adam Grant, Knopf
- Resilient: How to Grow an Unshakable Core of Calm, Strength, and Happiness by Rick Hanson, Harmony
- The Art of Resilience: 40 Stories to Uplift the Mind and Transform the Heart by Gauranga Das Prabhu, Penguin

BULMD304			Business Ethics and Values				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Examine and analyze a number of ethical and value related issues at workplaces.

CLO2: Appraise and reflect on the influence of leadership on business ethics and values.

CLO3: Evaluate a number of ethical dilemmas in business contexts.

CLO4: Assess the ethical assumptions and values which drive businesses.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to Business Ethics and Values, Need and Importance, Understanding the issues and dilemmas in business ethics and values

UNIT II (13 Contact Hours)

Role Of CEO in Ethics, Morality and Value System; Impact On Business Culture, Ancient Wisdom & Ethos

UNIT III (13 Contact Hours)

Types of Ethical Issues – Bribery and Corruption – Theft And Piracy – Coercion & Compulsion– Deception & Duplicity – Unfair Discrimination

UNIT IV (13 Contact Hours)

Internal Ethics of Business: - Hiring Employees – Screening Practices – Promotion – Wages –Exploitation Of Employees – Discipline – Whistle Blowing;

UNIT V (13 Contact Hours)

External Ethics of Business, Ethics of competition and fair prices, consumer rights, advertisements and claims; Social Responsibility of Business

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Business Ethics and Values by D. Senthil Kumar and A.S. Rajan, Himalaya Publishing
- Business Ethics by Shailendra Kumar Kumar and Alok Kumar Rai, Cengage Publishing

BULMD306			Advanced Financial Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Demonstrate the applicability of the concept of Financial Management to practical situations

CLO2: Assess the factors affecting opportunities and investment decisions in an organization.

CLO3: Analyse the complexities associated with management of cost of funds in different capital Structures

CLO4: Understand the application of tools and techniques in working capital forecasting.

COURSE CONTENTS

UNIT 1 (12 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 (13 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 (13 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 (13 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.

BULMD308			Management Information System				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Have basic understanding of information management

CLO2: Understanding of developing efficient knowledge-based data management system

CLO3: Develop understanding of strategic information systems and business Intelligence

CLO4: Have an exposure of different government policies for data protection legal rights

COURSE CONTENTS

UNIT 1 (12 Contact Hours)

Information systems, its working, impact, role, its management, supporting organization and technology components, Information systems in global business, management decision problems, Jobs requiring information systems, knowledge, Business processes, different systems serving different management groups and their respective organizational performance.

UNIT 2 (13 Contact Hours)

Ways of building successful information systems, porter competitive forces model, value chain model. Synergies, core competencies, network economies, strategic information systems, ways of building competitive strategies using information systems, business value chain model and their competitive advantage.

UNIT 3 (13 Contact Hours)

Ethical, social and political issues in information systems, moral dimensions of the information age, roles, responsibilities, accountability and liability, data quality and system error, decision making in achieving operational excellence, customer intimacy, supply chain management systems software and planning.

UNIT 4 (13 Contact Hours)

Emerging technologies, IT infrastructure, Quantum computing, high performance and power saving processors, multiple supporting software, intelligent database management, developing capabilities for database management, inventory management, online marketing software management.

UNIT 5 (13 Contact Hours)

Internal and external threats to information systems, various security measures, supporting legal and regulatory norms, recovery policy, control and networks, customer intimacy, managing knowledge, building management systems, enhancing data management skills, managing projects.

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

- Obrien, J. A., & Marakas, G. M. Management information systems. New York, NY, USA: McGraw-Hill Irwin.
- Laudon, K. C., & Laudon, J. P. Essentials of management information systems. Pearson.
- McNurlin, B. C., & Sprague, R. H. Information systems management in practice. Prentice-Hall, Inc.
- Ein-Dor, P., & Segev, E. Managing management information systems. Toronto: Lexington Books.

BULMI301			Industrial Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To outline and list the factors affecting marketing strategies in a typical B-2-B scenario and identify the strategies to stay relevant in the market place;

CLO2: To recognize the impact of traditional consumer behavior theories and decision-making processes in a B-2-B organization as compared to a B-2-C organization.

CLO3: To outline, relate and demonstrate the relationships between applied industrial marketing concepts and its impact on competition. The student will be able to demonstrate, modify and apply the applications and uses of select industrial marketing concepts in simulated business situations;

CLO4: To choose, compare and evaluate various decision-making processes, aligning the same with specific requirements of the organization and address specific concerns of decision makers and influencers across hierarchy.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Basics of Industrial Marketing; Industrial versus Consumer Marketing; Industrial Marketing Landscape; Classification of Industrial Customers. The Industrial Marketing system and the Industrial Marketing concept, Industrial goods demand and product characteristics, market levels and product types, the industrial customer, buyer motives business and institutional buyers.

UNIT II

(13 Contact Hours)

Buying Behaviour, Unique Characteristics of Organizational Procurement; Purchasing in Government Units; Industrial Buying Behaviour in Indian context; Conceptualization of Buying Behaviour; Organisational Buying: BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis. Inputs to Industrial Marketing Uncertainty Management in Industrial Marketing; Purchasing Agents and Negotiation in Industrial Marketing.

UNIT III

(13 Contact Hours)

Strategic Planning Process of Strategic Planning; Variables Used to Segment Industrial Marketing; Industrial Marketing Strategy in India; Managing the Development of Strategic Planning and McKinsey's 7-s Framework. Strategy Implementation Understanding Strategy Formulation and Strategy Implementation; Industrial Marketing Strategy Components; Industrial Marketing Strategy in India; Industrial Marketing Research for New Product Development. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service component—The provision of parts, technical assistance, terms of sales.

UNIT IV

(12 Contact Hours)

Channel Optimization Channel Participants; Channel Functions and Dual Channels; Choosing the Right Distributor; Distribution and Manufacturers' Representatives. Logistics and Marketing Control Purchasing Practices of Industrial Customers in Indian Context; Marketing Logistics: Physical Distribution and Customer Services; Marketing Control. Formulation of channel strategy-conditions influencing channel structure.

UNIT V

(14 Contact Hours)

Pricing Price: A Crucial Element in Product Strategy; The nature of Derived Demand; Industrial Product Pricing in India; Segregation of New Product Cost; Pricing in Industrial Marketing. The promotional component, advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Sales Force Planning Development of Industrial Sales Force; Motivation of Sales Force; Effective Use of Sales Compensation. Personal selling-Personnel profiles selection and training, supervisions compensation sales promotion and public relations-Trade shows and exhibits, promotional novelties.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Business Marketing: Text and Cases, Krishna K. Havaldar, McGraw Hill, ISBN: 978-1-25-909796-6
- Industrial Marketing, Horey Sankar, Mukerjee, Excel Books, ISBN: 978-81-7446-700-3
- Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu Csg, Lalitha R, Publisher: Jaico Book House
- Industrial Marketing 2e by K. K. Havaldar, Publisher: Tata McGraw-Hill Publishing Company limited

BULMI303			Tourism Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Learners tend to be proficient with the concepts, components, and functions of marketing.

CLO2: Students will be familiarized with tourism specific marketing skills as well as the contemporary marketing practices adopted by tourism and allied industries.

CLO3: They would gather wholesome idea of the impacts of ICT on tourism and related activities.

CLO4: To familiarize them with the contemporary marketing practices.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Evolution of Marketing: Marketing for Tourism-Tourism Product- Features of Tourism Marketing- Marketing Functions-Market Research-Tourism Marketing Mix.

UNIT II

(13 Contact Hours)

Understanding the Market and the Consumer: Marketing Environment-Consumer Behaviour- Buyer Decision Process – Demand Forecasting - Market Segmentation – Targeting – Market Positioning.

UNIT III

(13 Contact Hours)

Ps of Marketing : Product Designing – Branding and Packaging – New Product Development – Product Life Cycle: Price: Strategies and Approaches; Place: Channels of Distribution, Promotion: Advertising – Sales Promotion – Publicity – Personal Selling; Other Ps: People, Physical Evidence and Process.

UNIT IV

(12 Contact Hours)

Marketing of Tourism & Related Activities: Global Marketing, Direct Marketing, Social Media & Digital Marketing, Green Marketing, Corporate Social Responsibility, Ethics & Consumerism - Trends in Tourism Marketing – Marketing of Destinations, Airlines, Hotels, Resorts, Travel Agencies, Events and other Tourism sub – Sectors and Products.

UNIT V

(14 Contact Hours)

Developing Marketing Skills for Tourism: Self-Motivation-Team Building-Personality Development-Creativity & Innovation-Innovative Products in Tourism-International Perspective and Contemporary Trends.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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

- Chaudhary, M. (2010). Tourism Marketing. New Delhi: Oxford University Press.
- Fyall, A., & Garrod, B. (2005). Tourism Marketing: A Collaborative Approach (Vol. 18). Bristol: Channel View Publications.
- Kotler, P. (2006). Marketing Management. Delhi: PHI.
- Stanton, W. J. (1999). Fundamentals of Marketing. New York: McGraw Hill.
- Neelamegham, S. (1998). Marketing in India: Cases & Readings. New Delhi: Vikas.
- Ramasamy, V.S., & Namakumar, S. (1990). Marketing Management: Planning & Control. New Delhi: Macmillan.
- E-Pathshala. (2018). Retrieved from E-Pathshala an MHRD Project Website: <http://epgp.inflibnet.ac.in/ahl.php?csno=1827> Select- P-14.

BULMI305			Advertising and Public Relations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Determine, analyze and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications and to perform a market segmentation analysis.

CLO2: To understand the essence of PR as a practical discipline within the organization; be aware of its functions, strategies and particular techniques;

CLO3: To understand how public relations theory and practice developed and how public relations is practiced in different countries.

CLO4: To understand, recognize, and examine the phenomenon of media transparency and its application for the public relations profession and practice in a global world.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Understanding Advertising: Concept, Nature, Definitions, Evolution and History; Role, Objectives, Functions, and Significance; Basic Theories and Applications; Types and Classification of Advertising; Factors Determining Advertising Opportunity of a Product/Service/Idea; Types of Appeals and Advertising Messages.

UNIT II

(13 Contact Hours)

Digital Advertising: Evolution and Current Status; Digital Media Landscape; Emailers and Search Engine Optimization; Mobile Marketing. Digital Advertising Agencies: Structure and Functions; Digital Media Integration across Advertising. Hybrid Advertising (Online merging with Offline).

UNIT III

(13 Contact Hours)

Agency Structure: Roles and Responsibilities Across Levels; Evolution of Ad Agencies: Various Stages and Current Status; Various Functional Departments and Scope of their Works; Ad Agency: Functions, Types, Structure, Departments, Remuneration, Pitching, Client Agency Relationship; Revenue and Commission Systems. Account Management: Definition, Responsibilities and Implementation Paths. Agency Operation: Role of Advertising Agency, Types of Advertising Agencies; Client-Agency Relationship.

UNIT IV

(13 Contact Hours)

PR: Concepts, Definitions and Theory; Brief History of Public Relations and Emergence of Corporate Communication; Understanding Various Concepts, viz., PR, Press Agency, Publicity, Propaganda and Advertising " Defining Publics/Stakeholders. PR Process: Problems, Media Selection, Feedback and Evaluation. Tools of PR: Media Relations (Organizing Press Conferences/Meets, Press Releases/Communiqué/ Briefs, Rejoinders etc.) and Media Relations management (Selection of Media and Reaching out to its various Publics).

UNIT V

(13 Contact Hours)

The Public Relations Environment: Trends, Consequences, Growth and Power of Public Opinion; Persuasion and Public Relations: The Power Structure, Roots of Attitude, Culture, Laws of Public Opinion and Governors of Opinion Change. PR and Writing: Printed Literature, Newsletters, Position Papers/Opinion Papers and White Papers and Blogs. Crisis Communication: PR's Role in Business, Government, Politics, NGOs and Industry Associations. Digital PR in Marketing and Brand Promotions; The need for synergy between advertising and PR to achieve marketing goals.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Elliott Richard: Strategic Advertising Management (NTC Business Book, USA, 2009)
- Ghosal, Subhash: Making of Advertising (McMillan 2002)
- Jethwaney Jaishri: Advertising management (Oxford University Press, 2010)
- Jethwaney Jaishri & Jain Shruti: Advertising Management, 2006 (Oxford University Press)
- The Public Relations Handbook, 2nd ed. (2001) by Alison Theaker, Routledge
- Public Relations and Social Theory: Key Figures and Concepts (2007) by Øyvind Ihlen, Routledge Communication Series.

BULMI302			Principles of Retail Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Illustrate core concepts and trends in Retail.

CLO2: Apply Retail Mix strategies for decision making.

CLO3: Analyze given Retail formats/models and strategies.

CLO4: Understand relationship between retailing and communication Mix

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to the world of Retailing and Emerging Scenario (Elements of Retail Mix) Transformation of Retailing – Unorganized – Organized - Online. Types of retailers: Store Based Food retailers General Merchandise Retailers Big Box/ Flagship Stores Services Retailing, Types of ownership.

UNIT II

(13 Contact Hours)

Non Store Based Retailing / Online Retailing, FDI in Retailing: Regulations and Opportunities, FDI in Retailing: Regulations and Opportunities, Understanding and analyzing the Retail Consumer.

UNIT III

(13 Contact Hours)

Retail Strategic Planning, Retail Location Decision, Selecting the Retail store location, Category Management, Supply Chain Management.

UNIT IV

(13 Contact Hours)

Retail Pricing: Considerations in setting retail prices, Retail Shrinkage Ethics in Retail, Customer Relationship Management / Customer Service Strategies, Customer Loyalty Programs, Store Layout & Design, Visual Merchandising & Semiotics.

UNIT V

(13 Contact Hours)

Retail Branding & Communication Mix, Retail Scenario Analysis, Retail Scenario Analysis, E- Tailing in India, New age technology in retailing, Rationale of Private Label, Future of Private Label, Future of Retail Marketing –Green Retailing.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Berman, B., Evans, J., & Mathur.M. (2011). Retail Management: A Strategic Approach. New Delhi: Pearson Education.
- Biyani, K. (2007). It Happened in India. New Delhi: Rupa & Co.
- Uniyal D., Sinha P. (2018), Managing Retailing, 3rd Edition, Oxford Higher Education

BULMI304			International Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Analyze the environmental variables that influence international marketing; and describe the strategies and tactics that can lead to successful international marketing given those environmental constraints.

CLO2: Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena;

CLO3: Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations.

CLO4: Analyze a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation; and produce a comprehensive international marketing plan.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. International Marketing Environment, Challenges in Global Marketing. International Trade Environment theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories.

UNIT II

(12 Contact Hours)

International Market Entry Strategies, International Product Policy and Planning - Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services. International Pricing Policy: Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade.

UNIT III

(13 Contact Hours)

International Distribution and Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, and International Packaging. International Promotional Strategies - Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing.

UNIT IV

(13 Contact Hours)

Foreign Markets and Export Marketing Process; Choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2002-2007. Foreign Trade Policy: Export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, gem and Jewelry Promotion Scheme, Diamond import license, Special Economic Zones (SEZs), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme.

UNIT V

(13 Contact Hours)

Foreign Exchange and Foreign Currency: Foreign Exchange Market, Organization of the foreign exchange market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, foreign Currency Options, Forecasting Foreign Exchange Rates. International Financial Institutions: IMF, World Bank – IBRD, International Finance Corporation, Organization for Economic Cooperation and Development (OECD). Legal and Ethical Issues in International Marketing: Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
- Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
- Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
- Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

BULMI306			Digital Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the Digital Marketing Revolution.

CLO2: Evaluate the consumer behavior in digital era.

CLO3: Developing and delivering e-product and e-service offerings.

CLO4: To understand use of technology in digitization.

COURSE CONTENTS

UNIT I: Introduction (13 Contact Hours)

e-Marketing: Emergence, B2B, B2C, B2G, C2C developments, e-commerce business models, myths and realities of e-markets.

UNIT II: Online Customer (13 Contact Hours)

e-Market Research process, Primary and Secondary Research, Technology to analyse information, new approaches to segment customer, Creating customer insight.

UNIT III: Managing Customer Relationship (12 Contact Hours)

Developing Customer database, Data Privacy, Direct and Database marketing, CRM Technology.

UNIT IV: Developing the Customer Offering (13 Contact Hours)

Technology to improve product/service offerings, increasing speed to market, Advanced Manufacturing techniques and product commercialization, Pricing decisions, Managing multiple distribution channels, Role of Interactive media.

UNIT V: Delivering the Offering (13 Contact Hours)

Sales force effectiveness, Customer Service and Support, IT Productivity Paradox, IT Paradox and Electronic Marketing, e-Trends, Road ahead.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Advances in Electronic Marketing by Irvine Clarke and Theresa Flaherty (IGI Publishing)
- Electronic Marketing: Theory & Practice For The 21st Century by John O' Connor, Eamonn Galvin, Martin Evans (Pearson)
- Electronic Marketing and the Consumer by Robert A. Peterson (Sage Publication)

BULMI307			Compensation and Benefits				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To enable student to design an organization's compensation process that is compliant with law and supports organizational mission and strategy,

CLO2: Compare and contrast various organizational compensation management programs and best practices globally

CLO3: Assess how compensation can contribute to employee satisfaction and motivation issues.

CLO4: Understand different ways to strengthen the pay-for-performance link, learn the concepts of Payment and employee benefits issues for workers, understand the legally required employee benefits, and learn some of the implications for strategic compensation.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Overview of Compensation- Strategic role of Compensation in HR system, factors influencing effective compensation.

UNIT II (13 Contact Hours)

Relevance of Psychological Contract, Elements of Compensation. Compensation process- Employee satisfaction and motivation issues in compensation, developing salary structure, Different types of Salary Structures.

UNIT III (12 Contact Hours)

Reward Philosophy, Strategy and Policy, Incentives for shop-floor; sales forces; executives, non-financial rewards.

UNIT IV (13 Contact Hours)

Executive compensation system. Competence-related Pay and Skill-based Pay, Core competency and compensation, Quality & Compensation.

UNIT V (13 Contact Hours)

Performance Linked Compensation: Pay for Performance Plans, Balancing of Internal and External Equity, Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Dewakar Goel, Performance Appraisal & Compensation Mgt.,- A Modern Approach, Phi
- Joseph J. Martocchio, Strategic Compensation - A HRM Approach, Pearson Publishers.
- Garry Dressler, "Personnel / Human Resource Management", London, Prentice Hall, 1994.
- William B. Werther Jr and Keith Davis "Human Resource Management". New Jersey: McGraw Hill (1993)
- Milkovich & Newman, Compensation, Irwin/McGraw-Hill 8th Ed.

BULMI309			Sustainable HRM				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To evaluate the different frameworks, philosophies and theories for sustainable HRM to facilitate organizations to implement sustainability in business strategies.

CLO2: Discuss sustainable and unsustainable impacts of performance oriented HRM practices on stakeholders from the corporate social responsibility perspective.

CLO3: Develop ethical approaches to implementing, measuring and reporting on sustainable HRM strategies and practices to minimize the unsustainable impacts of these practices on stakeholders.

CLO4: Understand HR's role in, and contribution to, building sustainable organizations.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to sustainable HRM; Institutional context for sustainable HRM; Stakeholder theories for common good; Sustainable HRM theories

UNIT II (13 Contact Hours)

Sustainability characteristics of HRM strategies and practices for sustainability outcomes; The paradox perspective of sustainable HRM for common good

UNIT III (13 Contact Hours)

Introduction to the concepts of sustainability and sustainable development and triple bottom line; Role of HRM in developing economically, socially and ecologically sustainable organizations. Triple bottom line HRM.

UNIT IV (13 Contact Hours)

Introduction to green HRM and green HRM processes: green recruitment and selection, green training, green performance appraisal, motivation and employee engagement in green HRM; Green HRM for environment management.

UNIT V (13 Contact Hours)

Implementation, measurement and reporting on sustainable HRM practices; Techniques to measure sustainable and unsustainable impacts of HRM practices; Global sustainable HRM practices; and future of sustainable HRM.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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

- Enhert, I., Harry, W. and Zink, K.J. eds., 2014. *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*. Springer.
- Mariappanadar S 2019 Sustainable Human Resource Management: Strategies, Practices and Challenges. 1st ed., Macmillan International,
- Ehnert I, Harry W and Zink K J, Sustainability and human resource management: Developing sustainable business organizations, 1st Edition, Springer Science and Business Media (2014). 2. Mariappanadar S, Sustainable Human Resource Management: Strategies, Practices and Challenges, 1st Edition, Macmillan International Higher Education (2019).
- Ehnert I, Sustainable human resource management. A Conceptual and Exploratory Analysis from a Paradox Perspective, 1st Edition, Physica-Verlag Berlin Heidelberg (2009). 2. Vanka S, Rao M B, Singh S and Pulaparthy M R, Sustainable Human Resource Management: Transforming Organizations, Societies and Environment, 1st Edition, Springer (2020)

BULMI311			Knowledge Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Manage the entire process of Knowledge Management

CLO2: Understanding different models of Knowledge Management.

CLO3: Develop Knowledge leadership Capabilities.

CLO4: Understand the challenges of knowledge-based organizations and the HR mechanisms to manage them effectively.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Introduction to Knowledge Management, Knowledge Management Cycle, Knowledge Management Models, Concept and Characteristics of Knowledge based Organizations; Context and relevance of KM for HRM in competitive environment and knowledge economy.

UNIT II (13 Contact Hours)

Knowledge identification, knowledge capture, knowledge acquisition and creation; knowledge codification, knowledge linking and building, knowledge transfer and dissemination, knowledge storage, knowledge sharing, knowledge application, Nonaka's Model of Knowledge creation-SECI Model, Ba Model.

UNIT III (12 Contact Hours)

Developing knowledge leadership capabilities, Recruiting and selecting knowledge leaders; Strategic Knowledge leaders, Knowledge culture enablers, developing and maintaining knowledge motivators and other managerial and social infrastructure.

UNIT IV (13 Contact Hours)

Performance appraisal in a knowledge-based organizations, managing knowledge and personnel and organizational health, Rewarding Knowledge, Management of Retention.

UNIT V (13 Contact Hours)

Role of Organization Culture in Knowledge management. HRIS for Knowledge based organizations-concept, mechanisms and software orientation, Performance management Mechanisms.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Davenport, T.H. and Prusak, I. Working knowledge: How organizations manage what they know, Harvard Business Press
- Tiwana, A. Knowledge Management Tool Kit, Prentice Hall
- Nonaka I. & Takeuchi, The knowledge creating company: How Japanese Companies Create the Dynamics of Innovation, Oxford University Press.
- France Horibe, Managing Knowledge Workers, John Wiley & Sons
- Fernandez & Leidner, Knowledge Management, PHI
- Mruthunjaya, Knowledge Management, PHI

BUMMI302			Training and Development				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	0	2	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Know the role and relevance of training and development for management of human resources effectively and efficiently in the organizations;

CLO2: Understand the psychology describing the learning process of training and development;

CLO3: Will able to assess, design, implement and evaluate various methods/techniques/sources of training and development effectively in various contexts;

CLO4: Emerging trends in training and development.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Training and Development; Objectives of Training- an overview, role, responsibilities and challenges to Training Managers

UNIT II (12 Contact Hours)

Organization and Management of Training Function; Training needs assessment and its importance, different methods of training need assessment.

UNIT III (13 Contact Hours)

Instructional Objectives and Lesson Planning; Learning Process and Principles of Learning, Learning Theories, Learning Cycle.

Process of Designing Training & Development Programs

UNIT IV (13 Contact Hours)

Training Climate and Pedagogy; Developing Training Modules and Training Methods for operatives and executives, Training

Evaluation- Concept, Different Data Collection methods for evaluation, different methods of training evaluation. Evaluating

Training Effectiveness, RoI of Training.

UNIT V (13 Contact Hours)

Trainer's Skills and Styles; training for organization development, Live Project on Designing a Training Plan

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.
	One Live project for training need assessment, designing of training modules will be assigned. Each student will work individually or in groups (as per instruction of the concerned faculty members) over the Semester towards applying the concepts being taught in the course. The case studies and role plays over the semester would help the students to prepare professional and mature managers. The last 4-5 sessions would be devoted towards presenting and discussing their projects to improve upon and add the finishing touches to their work.

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, London
- 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.

BULMI308			Emerging Issues in HR				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Examine and analyze a number of human resource management issues in contemporary workplaces that impact on the dignity of each individual and human diversity

CLO2: Appraise and reflect on the influence of contexts such as national, cultural, stage of economic development and demographics on the development of human resource issues

CLO3: Evaluate a number of HRM topics and issues which have emerged in the past ten years in both domestic and international contexts

CLO4: Assess the ethical assumptions and values which inform various frameworks and theories and their impact on human resource policies and practices

COURSE CONTENTS

UNIT I (12 Contact Hours)

The role of human resources management in the evolving paradigm; Human resources, dynamic capabilities, and sustained competitive advantage; Human resources and leadership.

UNIT II (13 Contact Hours)

The strategic role of human resources management; Managing flexible patterns of work for competitive advantage; Talent management: Rhetoric and reality.

UNIT III (13 Contact Hours)

Measuring human resources management within organizations; Ethical issues and challenges in human resources management; Corporate responsibility and the rise of Human resources management in the digital era.

UNIT IV (13 Contact Hours)

Employee voice; Wellness and employee engagement; Sustainable HRM: The next step in HRM; Hybrid HRM.

UNIT V (13 Contact Hours)

Human resources management: An international dimension; Artificial Intelligence and HRM, Transforming the future of HR, HR Accounting.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Boxall, P & Purcell, J 2016, Strategy and Human Resource Management, 4th edn, Palgrave, London.
- Holland, P. 2019. Contemporary HRM issues in 21st century, Emerald publishing limited.
- Roper, I., Prouska, R., Na Ayudhya, U. C. 2020. Critical Issues in Human Resource Management: Contemporary Perspectives, Macmillan International, UK.
- W. Chinyamurindi, A. Cox, B. de Villiers, B. Robinson, R. Bothma, A. Mazingi, 2021, Contemporary Issues in Human Resource Management, Oxford University Press

BULMI310			Employee Engagement				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Appreciate the relevance and role of employee engagement in bringing a sustainable competitive advantage for organizations.

CLO2: Develop and implement employee engagement plans for business organizations.

CLO3: Understand and address the obstacles to achieve required engagement outcomes for business organizations.

CLO4: Role of Leadership and communication in business organizations.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Employee Engagement, Concept and nature, Building Blocks of Engagement, Changing workplace and workforce and demystifying employee engagement.

UNIT II (12 Contact Hours)

Barriers to employee engagement, Role of Leadership and communication in engaging employees, Role of culture in engagement.

UNIT III (13 Contact Hours)

Best Practices and Benchmarking in employee engagement, Models and programmes, Measuring Engagement: Instruments and Strategies.

UNIT IV (13 Contact Hours)

Engagement through performance management, training and development, career planning and development, Employee Engagement and Talent Management.

UNIT V (13 Contact Hours)

Employee Engagement Outcomes, Burnout and disengagement, resistance to change and engagement, turning around businesses using employee engagement.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Emma Bridger, Employee Engagement: A Practical introduction, Kogan Page
- Scott Carbonara, Manager's Guide to Employee Engagement, McGraw Hill
- William H. Macey, Benjamin Schneider, Karen M. Barbera, Scott A. Young, Employee Engagement: Tools for Analysis, Practice and Competitive Advantage, Wiley-Blackwell
- Catherine Truss, Kerstin Alfes, Rick Delbridge, Amanda Shantz, Emma Soane, Employee Engagement in Theory and Practice, Routledge.

BULMI313			Emerging Frontiers in Finance				Pre-Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the basics of emerging and frontier markets.

CLO2: To understand emerging concepts of Cryptocurrency and ESG in Finance

CLO3: To better explain the management of volatile portfolio flows across the global financial markets.

CLO4: To develop understanding of the Fintech industry and its regulations.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to Emerging and Frontier Markets: What makes a country an emerging or frontier market? characteristics, economy, geopolitics of emerging markets, Investing in Equities in Emerging Markets: What should we consider when investing in EM? What countries are relevant in an EM portfolio and why? What is the liquidity, taxation, accounting standards, FX restrictions, and macro considerations?

UNIT II

(13 Contact Hours)

Cryptocurrency and ESG in Finance: Cryptocurrency and Blockchain: What is blockchain? What are cryptocurrencies? The properties of the cryptocurrency market from a finance perspective, new applications based on blockchain: decentralized finance and NFTs; ESG Investing: ESG rating, ESG investing and sustainability, ESG regulation and investment strategies.

UNIT III

(13 Contact Hours)

Managing Volatile Portfolio Flows: Foreign Funding in Times of Uncertainty, Key Drivers of Portfolio Flows to Emerging Markets, Debt versus Equity Portfolio Flows, Hard Currency versus Local Currency Debt Portfolio Flows, Impact of Portfolio Flows on the Level and Volatility of Funding Costs, Level of Funding Costs, Volatility of Funding Costs, Foreign Investor Participation in Frontier Markets and Debt Rollover Risks, Policy Priorities.

UNIT IV

(13 Contact Hours)

Introduction to FinTech: What is the FinTech Industry? Evolution of FinTech; FinTech in Payment Industry: Multichannel digital wallets, applications supporting wallets, onboarding, and KYC application, FinTech in Lending Industry- Formal lending, Informal lending, P2P lending, POS lending, Online lending, Payday lending, Microfinance, Crowdfunding

UNIT V

(13 Contact Hours)

Regulations governing FinTech in India: Regulation of mobile money, Regulation of smart contracts, Regulation of Robo-Advisory services, legal and regulatory implications of cryptocurrencies, Master Direction on Issuance and operation of prepaid payments instruments, NPCI guidelines governing UPI payments, Regulations of payment banks, Anti money-laundering regulations, Data privacy and protection.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Frontier: Exploring the top 10 emerging markets of tomorrow. Wiley (1st Edition)
- Fintech Frontiers: Chronicles of Financial Breakthroughs. By Nova Richardson.
- Global Financial Stability Report: Markets in the time of COVID-19, Chapter-3 Emerging and Frontier Markets. IMF (April 2020)
- Frontiers in Quantitative Finance: Volatility and Credit Risk Modelling John Wiley & Sons; New Edition (November 2008)
- The Blockchain Developer: A Practical Guide for Designing, Implementing, Publishing, Testing, and Securing Distributed Blockchain-based Projects, By Elad Elrom (2019)
- Machine Learning Algorithms: Handbook. By Aman Kharwal
- Environmental, Social, and Governance (ESG) Investing: A Balanced Analysis of the Theory and Practice of a Sustainable Portfolio. By John Hill.

BULMI315			Financial Institutions and Markets				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Know the different aspects and components of financial Institutions and financial markets.

CLO2: Enable them to take the rational decision in financial environment.

CLO3: To understand working of Commercial Banking & Insurance Companies

CLO4: To understand financial Services Industry and its

COURSE CONTENTS

UNIT I

(13 Contact Hours)

An Introduction to Financial System, its Components – Financial Markets, and Institutions. Financial Intermediation, Structure/Classification of Financial System. Financial System and Economic Development, An Overview of Indian Financial System. Issues in financial reforms and restructuring.

UNIT II

(13 Contact Hours)

Financial Markets: Money Market-Organisation, functions and instruments. Role of Central Bank in Money Market (LAF, MSF, Repo, and Reverse Repo to be Covered Briefly). Indian Money Market – An Overview. Capital Markets – Organisation, functions and instruments. Indian Debt Market: Functions; Components (Corporate Debt Market, PSU Market, and Government Securities Market); Significance, Structure, Participants, and Instruments of Indian Debt Market. Indian Equity Market – Primary Market [Methods of Capital Issue in New Issues Market – Initial Public Offer (IPO), Right Issue, Private Placement, Qualified Institutional Placement (QIP), Indian Depository Receipt (IDR), American Depository Receipt (ADR), and Global Depository Receipt (GDR)] Indian Equity Market – Secondary Market (Functions/Role of Stock Exchanges in India).

UNIT III

(13 Contact Hours)

Commercial Banking: Classification/Types of Banks, Functions/Role of Commercial Banks, Lending by Commercial Banks, Recent Developments. Life and Non-Life Insurance Organizations in India: Insurance Regulatory and Development Authority (IRDA) – Duties, Powers, and Functions; Life Insurance Corporation of India (LIC) – Overview, Objectives, and Role; General Insurance Corporation of India (GIC) – Overview, Objectives, and Functions. Mutual Funds - Introduction and their Role in Capital Market Development. Role of SEBI in Mutual Funds. Types of Mutual Fund Schemes (Open Ended Vs Close Ended; Debt, Equity, Hybrid Schemes, and Sectoral funds).

UNIT IV

(12 Contact Hours)

Overview of Financial Services Industry: Introduction/Concept of Financial Services, and Types of Financial Services. Merchant Banking – Pre and Post Issue Management, Underwriting. Regulatory Framework relating to Merchant Banking in India. Regulatory Framework relating to Merchant Banking in India. Difference in Depository and Non Depository Institutions, Financial inclusion. Non-Banking Financial Companies (NBFCs): Overview and Classification of NBFCs.

UNIT V

(13 Contact Hours)

Leasing: Concepts and Types (Operating Lease Vs Financial Lease Only) of Leasing. Hire Purchase: Concept, Difference between Hire Purchase and Instalments, Difference between Hire Purchase and Leasing. Consumer Finance: Concept and Types of Consumer Finance/Credit. Housing Finance: Concept and National Housing Bank. Venture Capital Finance: Concept, Features, and Types of Venture Capital Finance. Concept of private Equity. Factoring Services, Credit Rating Services.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions, McGraw Hill.
- Mishkin, Frederic S. and Eakins, Stanley (2017) Financial Markets and Institutions, Pearsons.
- Bhole, L.M. and Mahakud, J. (2017) Financial Institutions and Markets, McGraw Hills.
- Khan, M Y. (2019). Financial Services (11th ed.). McGraw Hill Higher Education.

BULMI317			Investment Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To enable develop skills in analyzing various types of securities.

CLO2: To develop necessary skills in students to design and revise a portfolio of securities.

CLO3: To understand Bond Portfolio Management strategies.

CLO4: To understand use of software packages in Portfolio Management

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Investment management, nature and scope, investment avenues, types of financial assets and real assets, Security return and risk – Systematic and unsystematic risk - sources of risk, Measurement of risk and return, sources of investment information, Fixed income – securities – bonds, preference shares – sources of risk, valuation, duration of bonds – theory of interest rates – yield curve, Bond innovations and their valuation.

UNIT II

(13 Contact Hours)

Analysis of variable income securities, fundamental analysis – analysis of economy, industry analysis, company analysis – financial and non – financial, Equity valuation models, Options, futures, forwards, warrants, and their valuations, Technical analysis – Dow's theory, charts – Efficient market hypothesis and its implications, Tax aspects of investment, Securities Trading procedure. A Critical Survey of software packages for security analysis.

UNIT III

(13 Contact Hours)

Meaning of portfolio management, portfolio analysis, why portfolios? Portfolio objectives, portfolio management process, selection of securities. Portfolio theory, Markowitz Model, Sharpe's single index model. Efficient frontier with Lending and borrowing, optimal portfolio capital Asset pricing model, Arbitrage pricing theory two factor and multi factor models.

UNIT IV

(13 Contact Hours)

Bond Portfolio Management strategies, Equity portfolio management strategies, strategies using derivatives, hedging. Portfolio revision – rebalancing plans, portfolio evaluation, Sharpe's index, Treynor's measure and Jensen's measure.

UNIT V

(13 Contact Hours)

Mutual funds, Investors life cycle, Personal investment, Personal Finance, Portfolio Management of funds in banks, insurance companies, pension funds, International investing, International funds management, emerging opportunities. A brief survey of software packages for Portfolio Management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Bodie, Zvi, Kane, Alex, Marcus, A.J. and Mohanty, P. (2019) Investments. McGraw Hill Education
- Fischer, D.E. and Jordan, R.J. (2002) Security Analysis and Portfolio Management, Pearson Ed.
- Chandra, P. (2017) Investment Analysis and Portfolio Management, McGraw Hill Education

BULMI312			Financial Derivatives				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To enable develop skills in analyzing various types of securities.

CLO2: To develop necessary skills in students to design and revise a portfolio of securities.

CLO3: To understand concept of swaps, and hedging through options.

CLO4: To understand different models related to option pricing.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Overview of Derivatives; Forwards Contracts: Introduction & Pricing of Forwards. Futures: Introduction & Salient Features. Futures trading mechanism (Mark-To-Market), Exposure & Risk, Basics of Futures Hedging. Index Futures: Features, Hedging & Arbitrage.

UNIT II (13 Contact Hours)

Basics of Interest Rates in context of Futures and Forwards, Interest Rate Risk & Its Measurement; Interest Rate Futures: Features of IRFs, Hedging of Interest Rate Risk. T-Bill & Eurodollar Futures, T-Bond Futures.

UNIT III (12 Contact Hours)

Basic Theory of Options. Put and Call Options, Factors determining the price of Options. Speculation through Options: Various Strategies: Spreads, Straddles, Strangles. Option Pricing: Binomial Model. Black Scholes Model.

UNIT IV (13 Contact Hours)

Risk Hedging through Options: The Greeks, Option sensitivities. Embedded Options and Asset Backed Securities, Value at Risk.

UNIT V (13 Contact Hours)

Financial Swaps: Interest Rate Swaps, Currency Swaps and Credit Default Swaps. Emergence of Weather Derivatives and their applications, Contemporary Financial Derivatives Developments.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Hull, John, C., "Risk Management & Financial Institutions", Wiley Finance.
- Hull, John, C., "Options, Futures & Other Derivatives", Global Edition, Pearson Education.
- Neftci, Salih, N. "Principles of Financial Engineering", Academic Press.
- Cuthbertson, Keith & Nitzsche, Dirk, "Financial Engineering: Derivatives & Risk Management" John Wiley.
- Saunders, Anthony & Cornett, Marcia Millon, "Financial Institutions Management: A Risk Management Approach" McGraw Hill/Irwin.
- Marshall, John, F & Bansal, Vipul, "Financial Engineering" PHI Learning.

BULMI314			Financial Statement Analysis				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the financial statements for analysis.

CLO2: Apply appropriate measures for executing the financial analysis.

CLO3: Make fundamental analysis through financial statement analysis.

CLO4: Interpret the statements for managerial decision-making.

COURSE CONTENTS

UNIT I

(13 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

(13 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

(13 Contact Hours)

The Analysis of the Income Statement: Reformulation of the Income Statement, Comparative Analysis of the Income Statement, Analysis of Changes in Income, Distress Analysis.

UNIT IV

(12 Contact Hours)

The Analysis of the Cash Flow Statement: GAAP Statement of Cash Flows And Reformulated Cash Flow Statements, Analysis of Cash Flow Statement, Quality of Earnings and Cash Flows. The Analysis of Profitability: Cutting to the Core of Operations, Du Pont Analysis.

UNIT IV

(13 Contact Hours)

The Analysis of Growth and Sustainable Earning: Introduction to Growth Analysis, The Analysis of Changes in Profitability and Sustainable Earnings, The Analysis of Growth in Shareholders' Equity, Growth, Sustainable Earnings, and the Evaluation of P/B Ratios and P/E Ratios.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	Internal Assessment (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
- Narayanawamy, 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

BULMI316			Fundamentals of International Finance				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Equip the students with the techniques that can help them in managing the financial issues in international environment.

CLO2: To manage MNCs in more effective manner.

CLO3: To understand policies and procedures of Foreign Exchange Management.

CLO4: To understand Foreign Exchange Exposures and International Investment Management.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Introduction: concept of international trade and business, Theories of International trade, International trade financing in India, Balance of payments (of India). International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

UNIT II

(14 Contact Hours)

Foreign Exchange Management: Forex market –Wholesale and Domestic market, Quotations-direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps. Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models.

UNIT III

(11 Contact Hours)

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods, Transaction Exposure, Managing Accounting Exposure-Managing Transaction and Translation Exposure, designing a Hedging Strategy, Measuring and managing Economic Exposure-Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

UNIT IV

(11 Contact Hours)

International Investment Management: International Portfolio Investment-Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal-IRR and APV methods. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

UNIT V

(12 Contact Hours)

Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds. Managing Political Risk-Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Shapiro, Alan. C, Moles, P. and Seal, J.K. (2016) International Financial Management, Wiley.
- Maurice D. Levi; International Finance- The Markets and Financial Management of Multinational Business- McGraw Hill.
- Madura, J. (2012) International Corporate Finance, Cengage.
- Apte, P.G. (2017) International Finance, McGraw Hill Education

Fourth Year

BUMMD401			Research Methodology				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	0	2	4	2 Minors of 1Hour Each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Enhance their ability to identify problems and choose methods appropriate to research aims and objectives;

CLO2: Develop critical thinking skills in data analysis and report presentation skills

CLO3: Comprehend the concepts behind adhering to scientific ethics and values

CLO4: Enable students to undertake independent social research

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Definition of Research; Types of Research; Research Process- Steps of Research process; Problem identification, literature review

Unit 2 (13 Contact Hours)

Problem Definition; Research Gap Identification; Research Question: Research objectives: Different ways of formulating objectives; Review of Literature: Techniques for reviewing and synthesizing existing research; Formulation of Hypotheses: Understanding hypotheses, variables, and research questions.

Unit 3 (13 Contact Hours)

Research Design; Sampling Techniques; sample size determination; Data Collection Methods: Primary vs. secondary data; Tools for Data Collection; Measurement Scales; Reliability and validity.

Unit 4 (13 Contact Hours)

Quantitative Data Analysis: Introduction to statistical tools (mean, median, mode, standard deviation, correlation, regression analysis, etc.); Qualitative Data Analysis (thematic approach); mixed method approach; Interpretation of Results: How to interpret data, identify patterns, and make inferences.

Unit 5 (13 Contact Hours)

Introduction to Multivariate Data analysis techniques; Research Report Structure; Referencing and Citations: Understanding different citation styles (APA, MLA, Chicago, etc.); Writing Style and Clarity; Presentation Skills using visual aids; Ethical issues involved in research

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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:

- Donald R. Cooper & Pamela S. Schindler, Business Research Methods, McGraw Hill Education
- Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams, The Craft of Research, University of Chicago Press.
- Frederick J. Gravetter & Lori-Ann Forzano, Research Methods for the Behavioral Sciences, Wadsworth Publishing Co Inc

BULMD401			Decision Science for Managers				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 1Hour Each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: to the various issues related to qualitative and quantitative techniques of decision making

CLO2: to develop skills to formulate and apply the techniques of optimization and simulation to solve problems of business world.

CLO3: to formulate decision models to solve real life problem and proficiently allocating scarce resources to optimize the objective function.

CLO4: Will be exposed to the strategies to be played to compete in competitive business world.

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Importance of Decision Sciences & Role of quantitative and qualitative techniques in decision making. Concept, Addition, Conditional Probability theorem based decision making. Linear programming: Linear programming: general structure of LP model, assumptions, formulation of product mix problems. Linear programming solutions: graphical solutions, simplex algorithm application for maximizing and minimizing solutions, and duality in Linear programming, sensitive analysis.

Unit 2 (13 Contact Hours)

Transportation models: statement of problem, minimization algorithm, methods for finding initial solution: north-west corner rule, Vogel's approximation method (VAM), testing for optimality: stepping stone method, modified-distribution method (MODI method), unbalanced supply and demand, degeneracy and its resolutions, alternative optimal solutions, prohibited routes.

Unit 3 (13 Contact Hours)

Assignment models: mathematical statements of problem, minimization using Hungarian algorithm, resolve unbalancing, multiple optimal solution and restriction, Queuing theory: Essential operational features of a queuing system, performance measures of a queuing system, and classification of queuing models, single-server queuing models, Simulation and Optimization and applications. Simulation, Nature of simulation, simulation process, random number generation, applications of process to business related problems,

Unit 4 (13 Contact Hours)

Game theory: introduction, 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, Games: Strategic form of prisoner's dilemma

Unit 5 (13 Contact Hours)

Decision Analysis: Decision-making process, types of decision making environment: under certainty, under risk, under uncertainty, criteria of decision-making under uncertainty: outline methods only, criteria of decision-making under risk; Decision tree; Precision Tree, Add-in Decision making under risk. Decision noise and biasness. Multistage decision problems. Forecasting Models: Overview of Time Series 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 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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:

- 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.

BUMMD401			Start-Up and New Venture Planning				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	0	2	4	2 Minors of 1Hour Each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the concept of start-up and skill sets of an entrepreneur.

CLO2: To examine historical and theoretical perspective of start-up and new venture planning

CLO3: To enable recognition and shaping of various opportunities for new venture.

CLO4: To develop a credible business plan for real life situations and to explore the challenges of starting new ventures.

COURSE CONTENTS

Unit 1

(12 Contact Hours)

Introduction- Meaning, Features, Types of Startups, Ideation, Design Thinking, Entrepreneurship Lessons for Startups, 3 Pillars to Initiate startup (Handholding, Funding & Incubation). Startup Financial issues: feasibility Analysis- The cost & Process of Raising capital – Unique Funding issues of a High-tech Ventures funding with equity financing with debt funding strategies with bootstrapping – Crowd funding Venture Capital.

Unit 2

(13 Contact Hours)

Introduction- Meaning & definition of Incubation support, Objectives & Functions of Incubation Centers, Services Types Incentives for Incubators, Role of Incubators in startup Policy, Major Startups Incubators in India, Case studies on Startups.

Unit 3

(13 Contact Hours)

Government Initiatives – Startup India Initiative, Seed Fund, ASPIRE ,SAMRIDDHI Scheme , Mudra Scheme (Sishu, Kishore & Tarun) , ATAL Innovation Mission MSME Multiplier Grants Scheme, Credit Guarantee fund trust for micro & small business – Software Technology Park, Venture Capital Assistance Scheme – Single Point Registration scheme Self Employment & Talent Utilization (SETU).

Unit 4

(13 Contact Hours)

The importance of team, forming and building team. Examining sample business plans and writing business plan. Understanding the investor's perspective and presenting the business plan. Valuation of business plan and the elevator pitch. Launching and Managing the new venture entrepreneurial challenges as an individual and as an entrepreneur, both. Business Model Canvas-fundamentals and processes. Skills of managing business risk enhancing success.

Unit 5

(13 Contact Hours)

Legal Aspects of Business Legal form of new venture. Legal issues and other formalities related to venture. Emerging trends, Technologies and Practices in new venture creation Technology-enabled trends that will help shape businesses and the economy, Technical intelligence in business- understanding technology threats and opportunities, Technology Business Incubators, emergence and growth of new technology-based companies

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	Internal Assessment shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.
	Five Lab Exercises in the field of Startup, financial issues, feasibility analysis, valuation of business plan and the elevator pitch. launching and managing the new venture entrepreneurial will be conducted and assessment of Lab component will be on the basis of Lab File, viva voce and Lab hand on assessments. Each student will work individually or in groups (as per instruction of the concerned faculty members) over the Semester towards applying the concepts being taught in the course 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:

- Harold Koontz and Heinz Weihrich, Essentials of Management: An International and Leadership Perspective, McGraw Hill Education
- Stephen P Robbins and Madhushree Nanda Agrawal, Fundamentals of Management: Essential Concepts and Applications, Pearson Education, 6th Edition.
- James H. Donnelly, Fundamentals of Management, Pearson Education, 7th Edition.
- B.P. Singh and A.K.Sing, Essentials of Management, Excel Books
- P C Tripathi & P N Reddy, Principles of Management, TMH Publications, Koontz Harold, Essentials of Management, Tata McGraw Hill.
- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning.
- Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International.

BULMD403			Recent Practices in Supply Chain				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand digital supply chain principles and risk management strategies

CLO2: Gain awareness of geopolitical shifts and expertise in sustainable procurement practices.

CLO3: Apply emerging technologies for efficient and sustainable supply chain practices.

CLO4: Developing strategies for quick adaptation and resilience in supply chain operations

COURSE CONTENTS

UNIT I (12 Contact Hours)

Digital Supply Chain, Digital supply chain twin, Visibility, Traceability, Location intelligence

UNIT II (13 Contact Hours)

Disruption and risk management, Agility and Resilience, Supply chain cybersecurity, types of supply chain analytics

UNIT III (13 Contact Hours)

Geopolitical and deglobalization of supply chains, Sustainable and Responsible Procurement, Lifetime product costs

UNIT IV (13 Contact Hours)

ESG and Scope 3 emissions, Battery electric commercial vehicles, Green and circular supply chains

UNIT V (13 Contact Hours)

Hyperautomation, Blockchain allows for enhanced material tracking, Edge ecosystems, Generative AI in operations

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Association for Supply Chain Management <https://www.ascm.org/>
- Gartner Supply Chain Innovations <https://www.gartner.com/>
- Next gen Supply Chain <https://www2.deloitte.com>

BULMD402			Economics for Managers				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 1Hour Each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To think in the terms of a professional economist.

CLO2: To Students will be able to solve stylized quantitative questions in a business and economic context.

CLO3: To 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.

CLO4: To evaluate the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Nature and scope of Managerial economics; Demand and supply; factors determining demand and supply; law of demand and supply; market equilibrium; application of equilibrium price in business and pricing decision.

UNIT II (13 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 (13 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 (13 Contact Hours)

Marginalist controversy, Average cost theory, and its applications in corporate world. Managerial Approaches Sales maximization theory vs. profit maximization approach. 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.

UNIT V (13 Contact Hours)

Effectiveness of Monetary and Fiscal policies Business Cycles- types, nature, patterns & causes of business cycles. National income accounting; Measuring the cost of living; unemployment and inflation; Product market and financial market

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	Internal Assessment shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Managerial Economics and Business Strategy, Michael Baye, Jeffry T. Prince, McGraw Hill
- Managerial Economics, Ivan Png, Routledge.
- Managerial Economics, Mark Hirschey, Cengage Learning
- Managerial Economics: Stephen G. Assessment, William F. Samuelson; Wiley.

BULMD404			Emerging Technologies in Business				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand the current tech landscape and its impact on business functions.

CLO2: Apply HR technologies for efficient recruitment and employee management.

CLO3: Apply emerging technologies for data-driven marketing and improved customer experiences.

CLO4: Gain practical knowledge in financial and operational technologies for smarter decision-making and streamlined operations.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Historical Evolution of Business Technologies, Identification of Key Technological Drivers, Disruptive Technologies and Their Implications, Ethical, Legal and Compliance Challenges in a Tech-Driven Business Environment, Case Studies on Successful and Unsuccessful Implementations

UNIT II

(13 Contact Hours)

Human Resource Information System, Employee Engagement Software, Performance Management Software, HR Analytics, Chatbots and Virtual Assistants, Employee Wellness Platforms, Automation in HR Processes

UNIT III

(13 Contact Hours)

Digital Marketing Strategies, Neuromarketing, Artificial Intelligence in Customer Relationship Management (CRM), Data-Driven Marketing and Personalization, Augmented and Virtual Reality in Marketing

UNIT IV

(13 Contact Hours)

Fintech Innovations and Digital Banking, Blockchain Technology in Financial Transactions, Robotic Process Automation in Finance, Predictive Analytics in Financial Decision-Making

UNIT V

(13 Contact Hours)

Industry 4.0 / 5.0 and Smart Manufacturing, Internet of Things (IoT) in Supply Chain Management, Big Data Analytics for Operational Efficiency, Cybersecurity Measures for Data Protection

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- The Fourth Industrial Revolution by Klaus Schwab, Penguin
- Doing Agile Right: Transformation Without Chaos by Rigby, Elk and Berez, Harvard Business Publishing
- Emerging Information Technology by Kendall, Sage

BULMD406			Management Accounting				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Students shall go through understanding of Managerial / Management Accounting and its application in day-to-day business management.

CLO2: Students shall be able to apply theories of Management Accounting in the operational, tactical, and strategic decision-making domain of a business organization, NGO's, NPO's etc.;

CLO3: Students should be able to develop their core-competence through various traditional and contemporary methods of costing.

CLO4: Discuss the ethical constraints that guide a manager in pursuing his/her ultimate goal of maximizing the value of the firm.

COURSE CONTENTS

Unit I (12 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 (13 Contact Hours)

Cost Management – with respect of Material Cost – Labour Cost and Overheads Management & Cost Ascertainment – Preparation of Cost Sheet & Product / Service Pricing

Techniques for Decision Making – Marginal Costing – BEP & CVP Analysis – Differential Costing – Relevant Costing – Responsibility Accounting – Divisional Performance & Transfer Pricing

Unit III (13 Contact Hours)

Techniques for Cost Control & Cost Management – Standard Costing – Variance Analysis – Management by Exception through Variance Reporting

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 IV (13 Contact Hours)

Performance Management Information System – Management Accounting Information Needs & Management Structure – Lean Management Information System – Human Behaviour & Management Accounting System

Unit V (13 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 Durr – Cengage Learning
- Management Accounting – Don R. Housen & Maryanne M. Mowen – Cengage Learning
- Introduction to Management Accounting – Charles T. Horngren, Gary L. Sundem & William O. Stratton, Prentice Hall
- Cost Accounting – A Managerial Emphasis – Charles T Horngren, Srikant M. Dattar & George Foster – Prentice Hall
- 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

BULMD408			Organization Theory and Design				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Explain the building blocks of organization theory and design, and link them to organizational challenges in the environment.

CLO2: Examine how different organizational designs and structures respond to different characteristics of the external environment.

CLO3: Evaluate the nature of organizational culture and values, and their impact on organization's strategy and structure.

CLO4: Apply critical thinking skills to develop structural recommendations.

COURSE CONTENTS

Unit-I (12 Contact Hours)

The Evolution of Organization Theory and Design; Organic and Mechanistic Designs. Performance and Effectiveness Outcomes. Levels of Analysis in Organizations. Change Management and Strategy- Approaches to Effectiveness Value. Fundamentals of Organization Structure. The key processes of organization design

Unit II (13 Contact Hours)

The External Environment and Inter-organizational Relationships- Environmental Characteristics and Organizational Actions. Adapting to the Environment. Globalization. Designing Organizations for the International Environment- Globalization and Global business activities. Global strategy and MNE. Designing Organizations for the International Environment. Global Integration vs. National Responsiveness Matrix.

Unit- III (13 Contact Hours)

Manufacturing and Service Technologies. Technology for Control, Social Business, and Big Data- Service and Manufacturing. Designing the Service Organization. Using Information Technologies for control and coordination. Big Data and Organization Structure.

Unit IV (13 Contact Hours)

Organizational Culture and Ethical Values. Sustainability and Corporate Social Responsibility- The Internal Environment and Corporate Culture. Types of Corporate Culture. Managing Company Ethics and Social Responsibility. Innovation and Change. Open Innovation. Business Model Innovation-Organization Design for Implementing Management Change. Techniques for Change Implementation. Open Business Model of the organization.

Unit V (13 Contact Hours)

Decision-Making Processes. Knowledge Management in Organization- Organizational Decision Making. Characteristics of Classical, Administrative, and Political Decision-Making Models. Knowledge and Innovation. Knowledge Management systems (KMS). Intellectual capital of a company. Conflict, Power, and Politics. Conclusion- Interdepartmental Conflict in Organizations. Rational versus Political Model. Negotiation Strategies. Political Processes in Organizations.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Organization Theory: Structure, Design and Applications by Stephen P. Robbins, Prentice Hall.
- Organizational theory, Design and Change by Gareth R. Jones, Pearson Hall.
- The Modern Firm: Organizational Design for Performance and Growth by John Roberts, Oxford University Press.
- The Economics of Organizational Design: Theoretical Insights and Empirical evidence by Massimo G. Colombo and Marco Delmastro, Palgrave Macmillan.
- Daft, R. L., & Armstrong, A. (2015). *Organization theory & design*. (3rd Canadian ed.). Toronto, ON: Nelson.

BULMI401			Digital Innovations in Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the concepts of digital innovation marketing

CLO2: To develop strategies for digital innovation marketing

CLO3: To determine digital economy framework

CLO4: To explain various digital marketing business models.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Digital innovation- meaning, concept, Strategies of digital innovation. Digital infrastructure in India

UNIT II (12 Contact Hours)

Digital innovation marketing, difference between traditional and digital marketing, Digital Transformational Model, REAN Digital Marketing Model, Types of Digital Marketing, and Digital Marketing Business Model

UNIT III (13 Contact Hours)

Digital Marketing strategy & Roadmap, Digital Marketing Framework ASCOR - Assessment phase, Strategy, Communication, Operation Setup, Digital Marketing Revenue, Traffic Building, Web Business Models

UNIT IV (13 Contact Hours)

Search Engine Optimization, Implementing an effective Search strategy, Search data Improve Business & Product Strategy, Building Search Process, Working with developers.

UNIT V (13 Contact Hours)

Using blockchain technology, A framework for diagnosing and Improving Digital Product and Service Innovation, Digital Economy, Gig Economy, Sharing Economy, P2P Economy, Platform Economy, Collaborative Consumption, Access Economy

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Fundamentals of Digital Marketing, 1st edition, Bhatia, P.S, Pearson, ISBN9789332587373
- Digital Marketing, Ahuja, V. Oxford, ISBN0199455449
- The Art of Digital Marketing, Ian Dodson, Wiley India Pvt Limited, ISBN 9788126564408

BULMI403			Customer Relationship Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand how customer relations is related to other business functions and its importance to the success of the business entity.

CLO2: Understand the importance of attitude and customer education as it relates to marketing;

CLO3: To be able to identify, understand, and apply basic marketing concepts to solving marketing challenges.

CLO4: Understand good marketing practices and techniques and how to apply them; and be able to develop a sound customer-oriented marketing plan.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. An Insight into CRM and eCRM/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Affiliation in Retailing Sector.

UNIT II

(13 Contact Hours)

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing, - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

UNIT III

(12 Contact Hours)

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

UNIT IV

(13 Contact Hours)

Analytical CRM - Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering. CRM Links in E-Business: E-Commerce and Customer Relationships on the Internet, Supplier.

UNIT V

(13 Contact Hours)

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement. Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects: Development Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi. 2011
- S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
- Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
- V. Kumar & Werner J., Customer Relationship Management, Wiley India, 2008

BULMI405			Event Planning and Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To enrich the level of knowledge about management of different types of events

CLO2: To help the students understand different aspects and functions of events

CLO3: To provide sufficient opportunities to use knowledge and skill in event business.

CLO4: To enable the students to learn about organizing the event

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Event Business: Types of Events - Size of Events - Five C's of Event Management – Trends of Event Business - Scope of Event Business - Roles and Functions of Event Manager - Attributes of Technical Staff - Preparation of Operation Manual - Developing Record Keeping Systems.

UNIT II

(13 Contact Hours)

Selection of Event Site: Layouts and Designs - Site Map or Plan-Audiovisual - Lighting and Sound - Special Effects and Video - Event Technology, Event Laws & Regulations - Permissions Required for Holding An Event: Police Permissions - Traffic Police, Ambulance, Fire Brigade and Municipal Corporation- Indian Performing Rights Society (IPRS) - Performing License - Entertainment Tax - Permissions for Open Ground Events - License for Serving Liquor - Waste Management & Green Certification.

UNIT III

(13 Contact Hours)

Planning and Scheduling Events: Managing Events - Corporate Events - Trade Shows and Exhibitions - Events in Educational Institutions - Budgeting of MICE - Use of Budget Preparation - Estimating Fixed and Variable Costs - Cash Flow - Sponsorship and Subsidies Ethical Behavioral Practices in MICE industry.

UNIT IV

(13 Contact Hours)

Bidding for Events: Events Theme- Color, Decor, Focal Points, Fabrics, Furnishing, Lighting, Audio visual - Event Logistics: Security, Transport, Parking, Accommodation, Special Needs and Disabled Requirements.

UNIT V

(13 Contact Hours)

Logistics: Procedures - Performance Standards - Event Networks and Supply Chain - Handling Vendors and Service Contractors - Negotiating With Vendors and Service Contractors.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Fenich, G.G. (2014). Production and Logistics in Meeting, Expositions, Events and Conventions. Edinburgh: Pearson.
- Robincon, P., Wale, D., & Dickson, G. (2010). Events Management 'Ed'. London: CABI.
- Editorial Data Group USA (2018). Exhibition & Conference Organizers United States: Market Sales in the United States Kindle Edition.
- Johnson, N. (2014). Event Planning Tips: The Straight Scoop on How to Run a Successful Event (Event Planning, Event Planning Book, Event Planning Business). MCJ Publishing. Kindle Edition.
- Mittal, S. (2017). Event Management: Ultimate Guide to Successful Meetings, Corporate Events, Conferences, Management & Marketing for Successful Events: Become an event planning pro & create a successful event series. Alex Genadinik Publication. Kindle Edition.

BULMI402			Destination Planning and Development				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To facilitate assessment of the tourism potentials of destinations

CLO2: To prepare tourism development plan as well as marketing techniques;

CLO3: To familiarize with the destination branding practices; and

CLO4: To introduce advanced analyses and researches in the field of destination development endeavors.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Destination Development: Destination: Types of Destinations- Characteristics of Destinations; Destinations and Products; Destination Management Systems; Destination Selection Process; Values of Tourism.

UNIT II

(12 Contact Hours)

Destination Planning Process and Analysis: Destination Planning Guidelines: National and Regional Tourism Planning and Development - Assessment of Tourism Potential- Planning for Sustainable Tourism Development; Contingency Planning for Economic, Social, Cultural and Environmental considerations; Demand and Supply Match; Design and Innovations.

UNIT III

(13 Contact Hours)

Destination Image Development: Attributes of Destinations: Person's Determined Image, Destination Determined Image, Measurement of Destination Image – Destination Branding Perspectives and Challenges- Creating Unique Destination Proposition – Place Branding and Destination Image - Destination Image Formation Process; Unstructured Image – Product Development and Packaging - Destination Branding

UNIT IV

(13 Contact Hours)

Destination Promotion and Publicity: Six 'A's Framework for Tourism Destinations - Dynamic Wheel of Tourism Stakeholders - Destination Marketing Mix – Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.

UNIT V

(13 Contact Hours)

Institutional Support: Public Private Partnership (PPP): National Planning Policies for Destination Development- UNWTO Guidelines for Planners - Role of Urban Civic Bodies: Town Planning -Characteristics of Tourism Planning for Alternative Tourism- Rural, Eco, Farm, etc - Environmental Management Systems – Destination Vision- Focus of Tourism Policy: Competitive Sustainable Destination - Destination Mapping (Practical Assignment).

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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

- Butler, R.W. (2006). The Tourism Area Life Cycle: Applications and Modifications. Bristol: Channel View Publications.
- Claire, H.T., & Jones, E.E. (2005). Tourism SMEs, Service Quality and Destination Competitiveness. London: CABI.
- Gunn, C. (2002). Tourism Planning: Basic, Concepts and Cases. New York: Routledge.
- Morgan, N., Pritchard, A., & Pride, R. (2001), Destination Branding: Creating the Unique Proposition. London: Butterworth and Heinemann.
- Ritchie, J. B., & Crouch, G. I. (2003). The Competitive Destination: A Sustainable Tourism Perspective. London: CABI.
- Singh, S., Timothy, D.J. & Dowling, R.S. (2003). Tourism in Destination Communities. London: CABI.

BULMI404			Media Planning and Scheduling				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To explain the concept of Media Planning, Strategy and Management with reference to current business scenario

CLO2: To identify the basic characteristics of all media to ensure most effective use of advertising budget.

CLO3: To deliver an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys.

CLO4: To explain different media planning and buying metrics with respect to international marketing.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

An overview of Indian Media Scenario: Understanding Media and its Landscape, Difference between Print, Electronic & Digital Media. Media Management: Concepts, Origin, Growth, Characteristics and Models. Defining Media Planning. The shift of Media Planning function from Advertising Agencies to independent Buying Agencies.

UNIT II

(12 Contact Hours)

Sources of Media Information. Defining media objectives: target audience objectives, distribution objectives, media terms, media weight theories. Various Models of Media Planning: Bill Harvey's Expansion Model, Recency Model and Other Models. Applications: Analysis, techniques and implication of a media plan.

UNIT III

(13 Contact Hours)

Setting Media Objectives: Determining Media Objectives, Budget Constraints, Creative Constraints, Reach and Frequency, Choosing the Right Media/Media Options and Evaluation Techniques, Determining Media Values, Qualitative Value of Media, Ad Positions Within Media, Evaluating and Selecting Media Vehicles. Developing Media Strategy: Consideration in Strategy Planning, the Competitive Strategy, Formulating Strategy When Budget is too Small. Seasonal Effect of Media Effectiveness. Scheduling Strategy and Tactics: The Media Flowchart (Schedule), Pulsing, Fighting Continuous Media Plan

UNIT IV

(13 Contact Hours)

Setting and allocating the budget, different methods of setting budget-competitive spending, objective and task, expenditure per rate, factors affecting the size of the budget. Presentation of media plan to a client and evaluation of media plan. Media matrix and measurability and global challenges. Differences between brand matrix and media matrix. Evaluation of Media Plan

UNIT V

(13 Contact Hours)

Media Buying Process: Structure, Roles and Responsibilities z Steps in Buying Process and Objectives of a Media Buyer. New Trends in Media Buying, Problems in Media z Buying, Evaluating Media Buys. Media negotiations and strategies, Media Costs, Media Buying Problems. Considerations in Planning and Buying. Media buying and planning for Digital Media.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment 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

- Barton, et.al., (1993). Essentials of Media Planning, USA NTC Business Book.
- Dominick, J. R., (2001). The Dynamics of Mass Communication: Media In Digital Age, Mcgraw Hill Companies.
- Chaturvedi, B. K., (2018). Media Management, Global Vision Publishing.
- Menon, A., (2010). Media Planning and Buying Principles and Practice In The Indian Context, Tata & Mcgraw Hill Education Pvt. Ltd.
- Richard, C., (2010). Turning of Place: Sociable Space and Perspective Digital Media, MIT Press.
- Robert, W. H., (1995). Media Math: Basic Technique of Media Evaluation, Illinois NTS Business Books.
- Sissors & Mumba, (1966). Advertising and Media Planning, USA NTC Business Book.
- Staiger, J., & Hake, S., (2009). Convergence Media History, Routledge.
- Surmanek, J., (1997). Introduction to Advertising Media, USA NTC Business Book.
- Surmanek, Jim., (1997). Media Planning, (3rd Edition), USA NTC Business Book.
- Turk, P. B. (1997). Advertising Media Source Book, USA NTC Business Book.

BULMI406			Basics of Services Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand core concepts and distinctions in services marketing.

CLO2: Understand consumer behavior for tailored marketing approaches.

CLO3: Develop skills for crafting and implementing effective service marketing strategies.

CLO4: Attain proficiency in leveraging digital channels for enhanced service delivery.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Definition and Characteristics of Services, Distinctions between Goods and Services, Importance of Services in the Economy, Crafting a Service-Oriented Marketing Mix, Incorporating the 7Ps Model.

UNIT II (13 Contact Hours)

Factors influencing Consumer Behavior in Services, Decision-making Process in Service Consumption, Customer Expectations and Perceptions

UNIT III (13 Contact Hours)

Understanding Service Quality, Introduction to SERVQUAL Model, Application and Measurement of Service Quality

UNIT IV (13 Contact Hours)

Role of Technology in Services, Service Innovation and Adaptation, Digital Marketing in Services, Integration of Digital Service Channels with Traditional Channels

UNIT V (13 Contact Hours)

Developing and Implementing Comprehensive Service Marketing Strategies, Addressing Challenges and Opportunities in Service Marketing, Case Studies and Real-world Applications in Successful Service Marketing Strategies

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Essentials of Services Marketing by Lovelock, Prentice Hall
- Services Marketing by Zeithaml and Bitner, McGraw-Hill
- Service Marketing by C. Bhattacharya, Excel Books

BULMI407			Counseling Skills for Managers				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Demonstrate purposeful and effective counseling skills

CLO2: Handle employee performance and developmental issues using basic skills of counseling

CLO3: Leverage personal strengths and expertise to create & maintain a managerial relationship

CLO4: Demonstrate the ability to establish an effective helping relationship, including attending to cognition, affect and meaning.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Counseling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills

UNIT II (13 Contact Hours)

Self-Development of Managers as Counsellors, Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship.

UNIT III (13 Contact Hours)

Development of Counselling Skill, Introduction to the Important Schools of Counselling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach to Counselling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

UNIT IV (13 Contact Hours)

Counselling Interventions in Organizations, Empathy, Listening and Responding, Effective Feedback.

UNIT V (13 Contact Hours)

Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Kavita Singh, Counseling Skills go Managers, Phi Publication
- Elizabeth George, Counseling Skills go Managers, Himalaya Publication
- Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning
- Carroll, M.: Workplace counselling, Sage Publication

BULMI409			Diversity Equity and Inclusions				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Examine and analyze a number of DEI issues in contemporary workplaces.

CLO2: Appraise and reflect on the influence of contexts such as national, cultural, on the development of DEI issues

CLO3: Evaluate a number of DEI topics and issues which have emerged in the past ten years in both domestic and international contexts

CLO4: Assess the ethical assumptions and values which inform various frameworks and theories and their impact on DEI policies and practices

COURSE CONTENTS

UNIT I (12 Contact Hours)

Understanding Individual Perspectives of Diversity; Dimensions of Diversity; foundations of diversity, equity, and inclusion.

UNIT II (13 Contact Hours)

Creating and sustaining diverse, equitable, and inclusive workplaces; Managing Diversity: Ethical & Legal Issues

UNIT III (13 Contact Hours)

Managing Organizational Change and Diversity; Reducing Individual Bias; Strategies for Diverse, Equitable, and Inclusive Organizations

UNIT IV (13 Contact Hours)

Leadership and DEI; Performance through DEI

UNIT V (13 Contact Hours)

Internationalization of Business and Diversity issues; Challenges and Opportunities

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Leading Global Diversity, Equity, and Inclusion: A Guide for Systemic Change in Multinational Organizations (2021) by Rohini Anand and Sophie Bellon, Berrett-Koehler Publishers
- Cracking the Code of Diversity and Inclusion: A practical guide to leverage diversity and inclusion for organizational excellence (2023) by Karishma Manchanda, Notion Press

BULMI411			AI Applications in People Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the concepts behind artificial intelligence, rule-based systems, and how data science has changed HR Management

CLO2: To distinguish how best to use AI algorithms to manage engagement, attrition, and internal career paths.

CLO3: To determine how to balance machine-driven decisions and input from supervisors to select the best candidates.

CLO4: To explain how data science and AI have markedly changed the way we approach HR and incorporate emerging technological solutions to structure people management.

COURSE CONTENTS

UNIT I (13 Contact Hours)

The Promise and potential of AI in HR , Concept of AI, Challenges of implementing AI in HR, change in HR after implementing AI

UNIT II (13 Contact Hours)

AI application, manage people through AI learning, use AI algorithms to manage engagement, attrition, and internal career paths.

UNIT III (13 Contact Hours)

Applying AI in hiring, changing trends in hiring, challenges faced in applying AI in hiring.

UNIT IV (13 Contact Hours)

Emerging solutions, manage and avoid data adequacy bias, block chain technology, use blockchain to keep data private and secure and understand the transformative nature of blockchain technology

UNIT V (12 Contact Hours)

HR without AI, machine learning, how machine learning works, role of training data in machine learning.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- The Adoption and Effect of Artificial Intelligence on Human Resources Management 2023 by Pallavi Tyagi, Naveen Chilamkurti, Simon Grima, Kiran Sood, Balamurugan Balusamy
- Artificial Intelligence and International HRM: Challenges, Opportunities and a Research Agenda 2023 by Ashish Malik, Pawan S. Budhwar
- Handbook of Research on Artificial Intelligence in Human Resource Management 2022 by Strohmeier, Stefan

BULMI408			Digital HR				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: This course teaches students how to use the design thinking process to deliver a superb employee experience that advances HR and the business

CLO2: In this course students will learn how to map workflows and design automations in order to improve and optimize your HR processes

CLO3: In this course, students will gain the knowledge and skills you need to support the business through digital change initiatives

CLO4: This course will help students develop the digital mindset, skill set, and behaviors you need to become a digital innovator and drive the organization forward on digital initiatives

COURSE CONTENTS

UNIT I (13 Contact Hours)

Digital HR and future of work, Digital HR- Meaning, concept, advantages of digital HR, challenges of Digital HR, Impact with digital HR, Building digital experiences, Benchmarking digital maturity.

UNIT II (13 Contact Hours)

Design thinking and Employee Experience, redefining Employee Experience with design thinking, creating impactful employee experiences, Building an EX strategy and function.

UNIT III (13 Contact Hours)

Automation in HR, HR Automation - Principles and benefits, The 4D framework for optimizing HR processes, Measuring Automation success.

UNIT IV (13 Contact Hours)

Digital change management, concept, fundamentals of Digital change management, Driving Digital Adoption, Resistance to Digital change.

UNIT V (12 Contact Hours)

Hacking Digital HR, Developing Digital Expertise, Developing Digital agility, Strategies for Digital HR

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Digital HR Strategy: Achieving Sustainable Transformation in the Digital Age by Soumyasanto Sen
- Digital HR by Deborah Waddill
- Digital HR by Amelia Manuti

BULMI410			Ethical HRM				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Apply the appropriate HR strategies, functions and people practices (resourcing organisations, Human Resource Development, reward, employee relations / employee voice) to enhance conceptual and practical understanding of the complexities of managing the employment relationship.

CLO2: Evaluate the role and impact of HRM to enable more responsible business and citizens in the world of work and wider society (e.g., employee voice and influence at work, ethical HR best practice, valuing people, equality, fairness, working inclusively, employee well-being).

CLO3: Critically analyse links between HR strategies and HR practices.

CLO4: Apply critical thinking and analytical skills, notably, the ability to filter and assess complex arguments.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Ethical HRM- Concept, need and significance, and its role in the organization, benefits of incorporating Ethical HR practices, role of HR professionals in implementing Ethical HRM practices in an organization.

UNIT II (13 Contact Hours)

Principles of Ethical HRM, Ethical theories and their application in HRM, Stakeholder's theory and its relevance to HRM. Unethical HR practices and their consequences.

UNIT III (13 Contact Hours)

Ethical considerations involved in recruitment, development of ethical selection process, performance management with ethical principles. Constructive feedback and coaching. Ethical issues in performance management.

UNIT IV (13 Contact Hours)

Corporate Social Responsibility-Blowing the whistle, Role of leadership in promoting ethical HRM, Communication and training for the creation, Strategies for institutionalizing and sustaining HR ethics and its importance, Ethics and diversity & inclusion

UNIT V (13 Contact Hours)

Building an ethical-'Self-Brand', Role of HR in creating a roadmap for ethical HR management, Creation, Implementation and evaluation of Ethical HRM framework, continuous learning and development in HR ethics

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Suggested Readings:

- Human Resource Management: Ethics and Employment by Asly Pinnington, Rob Macklin and Tom Campbell, Oxford
- Human Resources Management and Ethics: Responsibilities, Actions, Issues, and Experiences (Contemporary Human Resources Management: Issues, Challenges and Opportunities) by Ronald R. Sims and Sheri K. Bias, Information Age Publishing
- Ethics in Human Resource Management, by Marco Köster, GRIN Verlag; 1st edition
- Mainstreaming Diversity, Equity, and Inclusion as Future Workplace Ethics (Advances in Human Resources Management and Organizational Development (AHRMOD) Book Series) by Jainaba M. L. Kah and Lukman Raimi, IGI Global
- Ethics in Human Resource Management by Ekuma Kelechi John and Smith Jonathan, LAP Lambert Academic Publishing

BUMMI402			Positive Psychology for Managers				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	0	2	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To bring an experience marked by predominance of positive emotions and informing them about emerging paradigm of Positive Psychology for managers

CLO2: Build relevant competencies for experiencing and sharing happiness as lived experience and its implications for managers

CLO3: Identify different ways to define and measure happiness, as well as variables that are related/unrelated to happiness and well-being at workplace.

CLO4: Discuss the concept of flow and meaningful work and their impact on employee satisfaction and well-being.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Positive Psychology: Concept, History, Nature, Dimension and scope; Positive Psychology for organisations

UNIT II (13 Contact Hours)

Positive Engagement and Performance; Meaningfulness of Work; Job Crafting and Positive Psychology; Positive Psychology & Individual: Characteristics,

UNIT III (13 Contact Hours)

Mindfulness at Workplaces; Happiness at workplace- Concept & Measurement; Positive communications & Decision Making; Emotions in Decision Making; Positive Leadership & change

UNIT IV (13 Contact Hours)

Positive Relationship at Workplace; Positive Psychological Capital; Wellbeing at workplace

UNIT V (13 Contact Hours)

Positive Workplace; Organisational Transformation, Applications of Positive Psychology at Workplace; Strategies for Positive Psychology at Workplace

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.
	One Live project in the field of measurement /evaluation of happiness index, emotional distortions in decision making, profiling of managers applying components of positive psychology, mindfulness relations at workplace, etc. Each student will work individually or in groups (as per instruction of the concerned faculty members) over the Semester towards applying the concepts being taught in the course. The case studies and role play over the semester would help the students to prepare professional and mature managers. The last 4-5 sessions would be devoted towards presenting and discussing their projects to improve upon and add the finishing touches to their work.

Reference Books

- Synder, Positive Psychology: The Scientific and Practical Explorations of Human, Sage Publication
- Baumgardner and Crothers, Positive Psychology, Pearson
- Argyle, M. The psychology of happiness. London: Methuen.
- Baumgardner, S.R. & Crothers, M.K. (2009). Positive Psychology. New Delhi: Pearson Education
- Peterson, C. A Primer in Positive Psychology. New York: Oxford University press
- Peterson, C. Positive Psychology, New York: Oxford University Press

BUMMI401			FinTech and Cryptocurrency				Pre Requisites								
L-T-P							C0-requisites								
L	T	P	Minor Duration	Major Duration	Internal Assessment	Lab Exam Duration	Minor -I	Minor- II	Major Assessment	Assignment	Theory Assessment	Lab Assessment (File, Viva, Practical)	Theory Total	Lab Total	Total Assessment
3	0	2	2 Minors of 3 Hours (1 Hr 30 Minutes each)	3 Hours	10	2 Hours	20	20	50	10	100	100	75	25	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understanding the major areas in FinTech, including Money and Payment, Digital Finance and Alternative Finance

CLO2: Understand major technological trends, including cryptocurrencies, Blockchain, AI and Big Data

CLO3: Understanding FinTech Regulation and how they impact markets

CLO4: Ways to analyse and evaluate what is driving technology innovation in Finance

UNIT I

(12 Contact Hours)

What is FinTech? FinTech Transformation, FinTech Evolution 1.0: Infrastructure, FinTech Evolution 2.0: Banks, FinTech Evolution 3.0 & 3.5: Startups and Emerging Markets; FinTech Typology; Emerging Economics: Opportunities and Challenges

UNIT II

(13 Contact Hours)

Payments, Cryptocurrencies and Blockchain: Individual Payments, Developing Countries and DFS(Digital Financial Services); Regulation of Mobile Money, RTGS Systems; The ABCDs of Alternative Finance, Cryptocurrencies, Legal and Regulatory Implications of Cryptocurrencies, What is Blockchain?

UNIT III

(13 Contact Hours)

Digital Finance and Alternative Finance, A Brief History of Financial Innovation, Digitization of Financial Services, FinTech & Funds; Crowdfunding, P2P and Marketplace Lending; An initial coin offering (ICO)

UNIT IV

(13 Contact Hours)

FinTech Regulation and RegTech: FinTech Regulations, Evolution of RegTech, RegTech Ecosystem: Financial Institutions and Startups; Regulatory Sandboxes; Smart Regulation; Redesigning Better Financial Infrastructure

UNIT V

(13 Contact Hours)

Data & FinTech: History of Data Regulation, Data in Financial Services; European Big-Bang: General Data Protection Regulation (GDPR), Meeting Data Transparency and Reporting Hurdles (MIFID II), Payment Services Directive-2 (PSD 2); Digital Identity, AI & Governance, New Challenges of AI and Machine Learning

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 Assessment each +1 major of 50 Assessment.
	Internal assessment will be based on practical lab-based assessment carrying 10 Assessment in total.

Reference Books

- Inclusive FinTech: Blockchain, Cryptocurrency and ICO By David Kuo Chuen Lee and Linda Low ; August 2018, World Scientific Publishing Co.
- Fintech and Cryptocurrency; Mohd Naved (Editor), V. Ajantha Devi (Editor), Aditya Kumar Gupta (Editor), Wiley Publishing, 2023
- Handbook of Blockchain, Digital Finance, and Inclusion, Volume 1: Cryptocurrency, FinTech, InsurTech, and Regulation; David Lee Kuo Chuen & Robert Deng, Elsevier Publishing, 2017

BULMI413			Project Finance				Pre-Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understanding strategic implications in choosing projects

CLO2: Develop ability to identify investment opportunities and feasibility analysis

CLO3: Forecast cash flows of the project and calculate an appropriate cost of capital keeping in mind the risk nature of the project

CLO4: Evaluate the investment decision using appropriate evaluation techniques

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to Project: Definition, features, types, Infrastructure creation: Features, Significance, Bottlenecks, Resource Allocation Framework, Value chain analysis of the project; Appraisal: Marketing, Technical, Political, Financial, Social

UNIT II (13 Contact Hours)

Project Costing & Appraisal: Breakdown structure of the project, Factors affecting the cost of the project, Life cycle costing and Activity Based Costing, Costing with alternative configuration/specifications

Cost of Capital: Types & Measure of risk, Sensitivity & Scenario Analysis, Special decision situations, Calculation of cost of Capital: CAPM, Inflation, Weighted cost of capital: Book Value & Market Proportions

UNIT III (13 Contact Hours)

Financial Analysis: Estimation of cost of project & Means of financing, Estimates of sales and production, Working capital requirement and financing, Projected cash flows of project, Basic principles of measurement of cash flows Appraisal Criteria, NPV, BCR, PI, Payback and Discounted Payback, IRR & MIRR

UNIT IV (13 Contact Hours)

Social Cost Benefit Analysis: Rationale, UNIDO, Little and Mirlees Approach, Case Studies in the Indian scenario Arrangement of Funds, Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions), Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.), Public Private Partnerships: Forms, Guidelines, Problems, Issues

UNIT V (13 Contact Hours)

Project Implementation: Project contracts: Principles, Practical and Legal aspects, Tendering Process, Escrow, Other aspects: Insurance, Human Resource, Network analysis: CPM, PERT

Project Review and Control: Time and Cost control, Performance review, Project control system and MIS, Project Audit, Termination and Abandonment Analysis, Government Projects: Auditing and Control

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Chandra Prasanna: Projects Planning, Analysis, Financing, Implementation, and Review: 5th Edition, Tata McGraw Hill, 2021
- Desai, Vasant, Project Management, Himalaya Publishing House, 2020
- Esty, Benjamin C., Modern Project Finance: A Casebook, Wiley, 2020
- Gopalkrishnan P. & V E Ramamoorthy, Textbook of Project Management, Macmillan, 2015
- Harvey, Maylor, Project Management, Pitman Publishing, 2012

BULMI415				Sustainable Finance			Pre-Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand principles of sustainable finance for addressing climate change

CLO2: Analyze economic implications of transitioning to a low-carbon future, including stranded asset risks.

CLO3: Evaluate strategies for financing green assets in various market contexts.

CLO4: Apply risk assessment techniques and understand the role of financial instruments like green bonds, stock exchanges, banking, and insurance in sustainable finance.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Fundamentals of Sustainable Finance: Introduction to sustainable finance, The ESG factor, Pillars of Sustainable Finance, Key Challenges and Risk Management.

UNIT II (13 Contact Hours)

Financing Green Assets: Green assets, Opportunities and challenges in financing green assets, The role of markets, regulations, and technology in financing green assets.

UNIT III (12 Contact Hours)

Carbon Pricing and Markets: Pricing carbon, using carbon finance, and carbon markets, Emerging emissions trading schemes across the world.

UNIT IV (13 Contact Hours)

Risk Assessment and Mitigation: Risk assessment due to climate change – sub-regionally and sectorally, Climate risk disclosure for mitigation and adaptation, Risk mitigation in financing green projects and companies, including examples of how risks were mitigated.

UNIT V (13 Contact Hours)

Specialized Topics in Sustainable Finance: Green bonds – an introduction and updates on the latest developments, The involvement of stock exchanges – how stock exchanges can grow green finance and the development of “green finance hubs”, Banking and sustainable asset management, Insurance and climate vulnerability – climate risk mitigation through the insurance sector, International developments in UNFCCC negotiations on climate finance.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Essential Concepts of Sustainable Finance (A-Z Guides for Environment and Sustainability) 1st Edition by Elisa Aracil (Editor), Ibrahim Sancak (Editor)
- Sustainable Finance: Using the Power of Money to Change the World by Molly Scott Cato (Author)
- Principles of Sustainable Finance, Dirk Schoenmaker, Willem Schramade
- Sustainable Finance Fundamentals -Carlos Vargas
- Preparing Financial Sectors for a Green Future: Managing Risks and Securing Sustainable Finance. Authors: Bozena Radzewicz-Bak, Jérôme Vacher, Gareth Anderson, Filippo Gori, Mahmoud Harb, Ms. Yevgeniya Korniyenko, Ms. Jiayi Ma, Moheb T Malak, Ms. Dorothy Nampewo, and Sahra Sakha

BULMI412			Financial Markets Regulations				Pre-Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the economic foundations of financial markets regulations and the overarching goals of financial regulations.

CLO2: To identify the essential components of financial regulations.

CLO3: To identify Securities markets regulations in primary and secondary markets.

CLO4: To develop an understanding of financial stability and macroprudential policy.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

The Anatomy of the Financial Market and the rationales for its regulation: The financial market, Which market participants or activities are regulated? Different types of risk: Counterparty risk, operational risk, political risk and systemic risk, etc, the principal/agent problem. Introduction to the 2008-2010 Financial Crisis. Market integrity as the main approach to ensure efficiency. Regulatory rationales, including Market efficiency and growth; Systemic stability; Consumer Protection; ESG (environmental, social and governance-related goal)

UNIT II

(13 Contact Hours)

Banking, financial stability, and the Basel accords. The role and importance of banks. Soundness, safety and resilience of banks. The role of regulatory capital. From Basel I to Basel II, Basel III to Basel IV: Post-crisis developments. From capital standards to leverage and liquidity standards. Developments to watch.

UNIT III

(13 Contact Hours)

Banking safety nets and shadow banking. The notion of systemic risk and systemic importance. Deposit insurance. Bank insolvency, bail out or bank resolution. The bank resolution toolbox (bail-in, good bank / bad bank). Central bank financing and emergency liquidity. Shadow banking growth, risks and the new prudential standards.

UNIT IV

(13 Contact Hours)

Securities regulation. Regulation as enabler of efficient markets. Infrastructure regulation. Intermediary regulation. Product regulation, How to protect consumers? The 2008 financial crisis and consequences for market regulators. Financial Inclusion and Financial Stability: Current Policy Issues.

UNIT V

(12 Contact Hours)

Technology, payment regulation and digital finance. Indian success story of digital financial payments. Regulatory aspects of digital finance. Regulating in a complex world: Convergence of markets, convergence of regulation? Global shocks and regulatory de-globalization.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Armour, Awrey, Davies et al: Principles of Financial Regulation. Oxford University Press 2016 (selected chapters TBA)
- Frederic S. Mishkin: The Economics of Money, Banking and Financial Markets. Last edition. Pearson (Chapters 2 and 12)
- Randall Dodd: The economic rationale for Financial Market Regulation. December 2002. Financial Policy Forum, Derivatives Study Center
- Dirk Heremans, Alessio Paces: Regulation of Banking and Financial Markets. April 2011, Rotterdam Institute of Law and Economics
- Rym Ayadi: On Basel Regulation and banks Incentives, 2012. New Paradigms in Banking, Financial Markets and Regulation? SUERF - The European Money and Finance Forum
- World Scientific (November 2011): Macroprudential Regulatory Policies: The New Road to Financial Stability? (World Scientific Studies in International Economics Book 17)

BULMI414			Fundamental of Capital Markets				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To expose the students to the world of capital markets.

CLO2: To enable the students to learn the working mechanism of Stock exchanges

CLO3: To make the students understand the regulatory framework of Indian capital markets.

CLO4: To enable the students to learn about the primary market

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction

Financial markets - Definition - Role -Functions-Constituents - Financial Instruments - Indian Financial Market - Global Financial Market - Capital Market - Evolution and growth- Constituents - Capital Market Instruments - Types - Preference shares - Equity Shares -Non - voting equity shares - Company fixed deposits - Warrants - Debentures and Bonds- Global Debt Instruments.

UNIT II

(13 Contact Hours)

Regulation of Indian Capital Market

Regulatory Framework - Committees on Regulatory Framework - SEBI - Objectives - Management - Powers and functions - Regulatory role - Investor Protection - Insider Trading- Rationale - Insiders - Insider information - Connected persons.

UNIT III

(13 Contact Hours)

Stock Exchange

History- Meaning - Functions - Stock Exchange Vs Commodity Exchange - Stock Exchange Traders - Regulation of Stock Exchanges - Steps in Stock Trading - BSE and NSE - World Stock Exchanges - New York, London, Hongkong and Tokyo Stock Exchanges.

UNIT IV

(13 Contact Hours)

Primary Market

Meaning - NIM Vs Secondary Market - Methods of New Issue - Intermediaries in the New issues market - SEBI Guidelines on Primary Market - Listing - Agreement - Benefits - Consequences of Non-listing - Underwriting - Definition - Types - Mechanics - Benefits - Book Building - Concept - Characteristics - Process - IPO including e-IPO - Reverse book - building.

UNIT V

(13 Contact Hours)

OTCEI

Concept - Features - Benefits - OTCE I Vs Other Stock Exchanges - Depository Services- Banks Vs Depository - Demat Account - Electronic Settlement of Trade - Role of CDSL and NSDL - Speculation - Online Stock Trading - Debt Market - Types - Role - Price Determination.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Gurusamy, Capital Markets, Vijay Nicole Imprints, 2014, Chennai.
- Frank J. Fabozzi, Franco Modigliani, Capital Markets Institutions and Instruments Prentice Hall. 2000. New Delhi.
- Mwnd Choudhry, Capital Market Instruments;- Analysis and Valuation, FT Press, 2002
- Mahesh Kulkarni & Dr Suhas Kulkarni. Capital Markets and Financial Services, Nirali Publications, 2001, Mumbai.
- Rajesh Chakraborty, Sankar D.E, Capital Markets in India, Sage Publications, 2011, New Delhi

BULMI416			Financial Security Analysis				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 Hours (1 Hour each)	3 Hours	10	20	20	50	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand the basic concepts of Investment and calculate value of shares

CLO2: Analyse risk and return of securities

CLO3: Carry out Fundamental analysis of securities

CLO4: Conduct technical analysis of securities

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Concepts of investment- Financial and non-financial forms of investment – Objectives of financial investment, investment methods – Security and non-security forms of investment – Sources of investment information- Investment Instruments. Valuation of securities – bond and fixed income instruments valuation –bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalization & CAPM).

UNIT II

(13 Contact Hours)

Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Capital allocation between risky & risk free assets-Utility analysis.

UNIT III

(13 Contact Hours)

Economic analysis: factors in Domestic and International economy, - Economic Forecasting and stock-investment decisions – Types of economic forecast- forecasting techniques – Anticipatory surveys – Barometric or Indicator Approach – Money supply approach – Econometric model building – Opportunistic model building. Industry Analysis: Industry classification schemes – Classification by product and according to business cycle – key characteristics in industry analysis – Industry life cycle – Sources of information for industry analysis.

UNIT IV

(13 Contact Hours)

Sources of information for company analysis (Internal, External) – factors in company analysis – operating analysis- Management analysis- Financial analysis – Earnings quality.

UNIT V

(13 Contact Hours)

Theory and Assumptions of Technical analysis. Market indicators – The Dow Theory – Market Indices – Mutual fund activity – Confidence level – Price indicators – support and resistance levels – New high-low – The most active list – Moving averages of Stock prices – volume indicators – Principles of Arms Index – Short Selling – Odd lot trading. Indicators: (Oscillators) – Relative Strength Index (RSI) – Rate of Change (ROC) – Trend Deviation (Price Oscillator) – Moving Average Convergence Divergence (MACD) – Stochastic Indicators – The Know Sure Thing (KST) – Parabolic Indicator. CHARTING: Types of price Charts – Price patterns – Gap analysis – Trend lines and their significance.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Assessment each + 1 Major of 50 Assessment
	10 Internal Assessment shall be awarded on students' work in the form of Case Studies / Assignments / Presentations / Seminars / certificate from NSE/BSE/IRDAI etc, which shall be evaluated by the concerned faculty.

Reference Books

- Investment Analysis & Portfolio Management – Reilly – 8/e – Thamson / Cengage Learning.
- Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI.
- Investment science – David G.Luenberger. Oxford.
- Alexander, Sharpe, Bailey – Fundamentals of Investment – Pearson / PHI, 3/e, 2008
- Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2009
- Portfolio Management –S. Kevin – Prentice Hall India.
- Reilley & Brown – Investment Analysis & Portfolio Mgmt. – Thomson Learning.
- Ranganathan & Madhumathi – Investment Analysis & Portfolio Mgmt. – Pearson, PHI.
- V A Avadhani – Securities Analysis & Portfolio Mgmt. – HPH
- Punithavathy Pandian – Security Analysis & Portfolio Mgmt. – Vikas, 2/e, 2008.
- Practical Investment Arrangement – Strong – Thomson / Cengage Learning 3/e

First Year

BULMD103			Fundamentals of Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Know the fundamental management theories and concepts.

CLO2: Understand the challenges of management

CLO3: Apply the management principles to handle and successfully interact with his team members

CLO4: Employ analytical tools to assess management-related business problems and reach defensible conclusions.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Definition of Management – Science or Art – Manager Vs Entrepreneur – types of managers – managerial roles and skills – Evolution of Management – Scientific, human relations, system and contingency approaches –Current trends and issues in Management.

UNIT II

(13 Contact Hours)

Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Planning Tools and Techniques – Decision-making steps and process.

UNIT III

(13 Contact Hours)

Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization.

UNIT IV

(13 Contact Hours)

Foundations of individual and group behavior – motivation –motivational techniques; communication – the process of communication – barrier in communication – effective communication, Coordination.

UNIT V

(13 Contact Hours)

System and process of controlling – budgetary and non-budgetary control techniques – use of computers and IT in Management control – Productivity problems and management – control and performance.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Vasisht, Neeru, Principles of Management, Taxman
- Koontz &Weihrich, Essentials of Management, TMH
- Mullins, Management and Organisational Behaviour, Pearson
- Stephen P. Robbins, Mary K. Coulter, Management, Pearson
- James A F Stoner, R Edward Freeman, Daniel R Gilbert, Management, Pearson.

BULMI103			Fundamentals of Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Know the true value of products and services

CLO2: Understand the importance of marketing tools

CLO3: Learn the importance of market surveys

CLO4: Apply the principles of marketing in promoting products and services

COURSE CONTENTS

Unit 1 (08 Contact Hours)

Defining Marketing, Scope of Marketing, Ps of Marketing, Marketing Concepts, Marketing Orientation, Changing Marketing Practices, Value-Delivery Network, Customer Delight, Customer Relationship Management

Unit 2 (10 Contact Hours)

Market-oriented strategic planning, Steps in planning process, Contents of Marketing Plan, BCG Approach, GE Model, SWOT Analysis, Marketing Research Process, Scanning the Marketing Environment

Unit 3 (10 Contact Hours)

External Marketing Environment, Social factors, Demographic factors, Economic factors, Technological factors, Political & Legal factors, Competitive factors

Unit 4 (10 Contact Hours)

Market Segmentation, Criteria, Bases, Steps of Segmentation. Targeting Strategies. Positioning- Perceptual Maps, Positioning bases, Repositioning.

Unit 5 (10 Contact Hours)

Product Mix, Product-Line decisions, Brand Identity, Brand Equity, Service Mix, Service Quality, Integrated Marketing Communications, Ethical issues in Marketing

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Lamb, Hair, Sharma, & McDaniel, 'MKTG', Cengage.
- Philip Kotler 'Marketing Management, Pearson Education.
- B. Paul, W. Sophie, R. Sara, A. Paolo 'Fundamentals of Marketing' (Audiobook).

BULMU103			Management Practices			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand the basic concepts of Management and related practices followed in existing business scenario.

CLO2: Demonstrate proficiency in fundamental management theories and concepts and how they apply to real world situations

CLO3: Develop an understanding of the challenges of management and successfully manage and resolve conflict.

CLO4: Employ analytical tools to assess management related business problems and reach defensible conclusions.

COURSE CONTENTS

UNIT I: Introduction to Management and Organizations (13 Contact Hours)

Definition of Management – Science or Art — types of managers – managerial roles and skills – Evolution of Management – Scientific, human relations, system and contingency approaches – Indian Philosophy and management. Management lessons from Indian philosophy. Greatest management thinkers in India

UNIT II: Planning (13 Contact Hours)

Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Planning Tools and Techniques –

UNIT III: Organising (13 Contact Hours)

Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization.

UNIT IV: Directing (13 Contact Hours)

Foundations of individual and group behaviour – motivation –motivational techniques –leadership – types and theories of leadership –

UNIT V: Controlling (12 Contact Hours)

System and process of controlling – budgetary and non-budgetary control techniques

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Vasisht, Neeru, Principles of Management, Taxmann
- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, Pearson
- Stephen P. Robbins, Mary Coulter, Agna Fernandez, Management, Pearson
- James A. F. Stoner, Daniel R. Gilbert, R. Edward Freeman, Management, Pearson

BULSE101			Presentation Skills			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After the successful completion of course, the students shall be able to:

CLO1: Prepare the presentations professionally.

CLO2: Present with confidence by learning and practicing the required skills.

CLO3: Develop better communication and presentation expression.

CLO4: Demonstrate effective public speaking

COURSE CONTENTS

Unit 1

(12 Contact Hours)

Why PPTs? Benefits of Successful Presentation. Ps of Presentation. Know your audience. Setting SMART Objectives. Script writing, Grammar, Style, Vocabulary, Creativity, Layout, templates. Presentation checklist.

Unit 2

(10 Contact Hours)

Proxemics- kinesics, vocalics and chronemics. Interactive presentations. Power of Pronunciation, Accent, Intonations, Pauses. Connecting with audience. Maintaining the flow of presentation. Impression Management- Charisma, Influence, Eyes & Smile. The art of story telling.

Unit 3

(10 Contact Hours)

What people remember. What people forget. Stages of memory. Associations & Differences, Numerical Information, Primacy & Recency effect. Handling Q/A, handling interruptions, handling disasters

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- William R Steele , 'Presentation Skills 201' Erie Publishing
- C. Dale, 'The Art of Public Speaking', Prabhat Prakashan
- <https://hbr.org/2013/06/how-to-give-a-killer-presentation>

BULSE103			Modern Office Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand the concept of office management.

CLO2: Acquire operational skills in office management.

CLO3: Develop an interest in methods and procedures of office management.

CLO4: Demonstrate effective office managing skills.

COURSE CONTENTS

Unit I

(10 Contact Hours)

Business Enterprise, Office and Office Staff, the most Common Forms of Business Organizations, Advantages of Office Work, the Categories of Office Career and Job Classifications under Each Category, the Specific Skill Requirements for Office Jobs, Duties and Responsibilities of Office Staff.

Unit II

(10 Contact Hours)

Objectives of Record Keeping; Meaning of Filing, Different Kinds of Filing System, Steps in Filing; Indexing; Selecting the Appropriate Filing System; handling Incoming & Outgoing Mails; Key points to write a document: The 5w-h plan for writing; Steps in writing workplace documents; Important things to remember when editing seven layout mistakes to avoid; Quick tips for report Writing; Basics of Meetings

Unit III

(12 Contact Hours)

Skills of the Supervisor, Functions of Supervisor, Communication, Meaning; Process; Communicating Tools; Types, Barriers; Meaning and Concept; Importance of Leadership; Qualities of a Leader; Relationship & Differences, Leadership and Motivation; Leadership Ethics - Traits of an Ethical Leader; Leadership Styles - Important Leadership Styles.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- J.P.Mahajan, 'Fundamentals of office Management'.
- S.P. Arora, 'Office Management'.
- R.S.N.Pillai & Bagavathi, 'Office Management', S.Chand

BULMD104			Introduction to Organizational Behavior			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Know the basic concepts of organization behavior and its applications in contemporary organization.

CLO2: Learn how individual, groups and structure have impacts on the individual motivation level and organization effectiveness and efficiencies.

CLO3: Learn how behavior in organizations including communication, leadership, power and politics, conflict, and negotiations cause impact on organizations.

CLO4: Accept and embrace in working with different people from different cultural and diverse background in the organization

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Management & OB, Challenges and Opportunities for Organisation Behaviour, Organisation Behaviour Model; Foundations of Individual Behaviour: Learning.

UNIT II

(13 Contact Hours)

Attitudes, Personality, Perception, Emotional Intelligence, Motivation Theories and Applications.

UNIT III

(13 Contact Hours)

Foundations of Group Behaviour: Group Development; Group Behaviour; Sociometry.

UNIT IV

(13 Contact Hours)

Conflict management. Transactional analysis; Johari Window; Organization as a system: Organizational Change.

UNIT V

(13 Contact Hours)

Organizational Culture; Organizational Development; Stress management.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Koontz & Weihrich, 'Essentials of Management', TMH
- Mullins, 'Management & OB', Pearson
- Robbins, Judge, Sanghi, 'Organizational Behaviour', Pearson
- Greenberg et al. 'Managing Organizational Behavior'.
- Fred Luthans, 'Organizational Behavior', TMH.

BULMI104			Basics of Business Environment			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand types of environments in which businesses operates.

CLO2: Understand the Indian business environment and the policy framework.

CLO3: Understand Indian culture and values and their implications for industrialization and economic growth.

CLO4: Understand the various contemporary business developments and their futuristic implications.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Concept of Business Environment: Meaning, significance and characteristics of business, the interaction matrix of different environment factors, the process of environmental scanning (PESTEL analysis)

UNIT II

(13 Contact Hours)

Political Environment: Political systems (Authoritarian and Democratic) Functions of government (Legislative, executive, and judicial), Changing role of Government in context of business in India.

Legal Environment: Introduction to some important business laws (Competition Act etc.), Changing dimensions business laws and their impact on business.

UNIT III

(13 Contact Hours)

Economic Environment: Economic systems (Centrally planned, mixed and free market economy); The flow of economic activity Macro and micro economic environment in India. Monetary policy, fiscal policy and their impact on business. Major economic reforms in India.

UNIT IV

(13 Contact Hours)

Technological environment: Impact of technology on business organization, Growing importance of E-commerce and Unified Payments Interface (UPI), Technology as globalization tool Demographic, social and cultural environmental factors impacting business, Culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth; Development of business entrepreneurship in India; Social responsibility and Indian business.

UNIT V

(13 Contact Hours)

Government initiatives for promoting entrepreneurship and Startups, Significance of GST for business. Natural Environment: Economic Development and Pollution, Environmentally friendly Technology, Ecological implications of technology and Sustainable Development.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Paul, Justine, 'Business Environment: Text & Cases', Tata McGraw-Hill.
- Cherunilam, Francis 'Business Environment: Text & Cases', Himalaya Publishing.
- Shaikh Saleem 'Business Environment' Pearson.
- Adhikari M 'Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
- Ghosh, 'Economic Environment of Business', Vikas, 2004.
- Morrison J, 'The International Business Environment' Palgrave, 2003.
- Agarwal R, 'Business Environment', (Excel Books), 2002.
- Bedi S K, 'Business Environment' (Excel Books), 2004.
- George A and Steiner G A, 'Business, Government and Society', Macmillan.
- Ashwathappa, 'Business Environment', Himalaya Publishing, 2006.
- Kuppaswamy, B, 'Social Change in India', Vikas Publishing.
- Kreps, 'Microeconomics for Managers', Norton, 2007.

BULMU104			Sustainable Business Essentials			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Explain the basic principles of sustainability in the context of business.

CLO2: Interpret the impact of sustainable business practices on various stakeholders

CLO3: Develop a sustainable business plan for a hypothetical or real-world organization.

CLO4: Understand reporting practices followed in organization.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Basics of sustainability and its importance in business. The 17 SDGs: Overview of each Sustainable Development Goal and their relevance to businesses. Benefits of sustainable practices, including cost savings, brand reputation, and risk management. Key trends such as climate change, resource scarcity, and shifting consumer preferences influencing sustainable business practices.

UNIT II

(13 Contact Hours)

Aligning Business with SDGs: How businesses can incorporate SDGs into their strategic plans and operations. Case studies of companies successfully integrating SDGs, highlighting best practices and lessons learned. Exploring new business models such as the circular economy, shared value, and social enterprises.

UNIT III

(13 Contact Hours)

Climate Action and Energy (SDGs 7, 13): Strategies for reducing greenhouse gas emissions, increasing energy efficiency, and transitioning to renewable energy. Protecting Nature (SDGs 14, 15): Sustainable practices to protect water, land, and biodiversity, including pollution prevention and conservation efforts. Sustainable Resource Management: Efficient use of resources, waste reduction, and recycling initiatives.

UNIT IV

(13 Contact Hours)

Fair Work and Equality (SDGs 5, 8, 10): Promoting fair work conditions, gender equality, and reducing inequalities through inclusive hiring practices and workplace policies. Health and Well-being (SDG 3): Ensuring employee health and community well-being through health programs, safe working conditions, and community engagement. The role of CSR in addressing social issues, philanthropy, and community development. Upholding human rights, ensuring fair labor practices, and preventing exploitation in supply chains.

UNIT V

(13 Contact Hours)

Environmental, Social, and Governance (ESG) Reporting: Understanding and creating ESG reports to showcase sustainable practices, including key metrics and indicators. Working Together (SDG 17): Building partnerships with governments, NGOs, and other businesses to achieve SDGs and leverage resources. Engaging investors and stakeholders in sustainability efforts through transparent communication and reporting.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 17 Sustainable Development Goals, <https://sdgs.un.org/goals>
- 'Social Responsibility and Environmental Sustainability in Business' by Banerjee and Shastri, Sage Publications
- 'ESG: The Insights You Need' by Harvard Business Review, Harvard Business Review Press

BULSE102			Personality Building			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Know what determines personality

CLO2: Understand the techniques to manage self

CLO3: Apply the skills to influence and collaborate

CLO4: Demonstrate positive qualities

COURSE CONTENTS

Unit 1 (12 Contact Hours)

What is Personality. Determinants of Personality. Genetic, Environmental, Learning, Parental, Developmental, Consciousness and Unconscious Factors. Big 5 Personality Traits. Discovering your Myers-Briggs Personality Type

Unit 2 (10 Contact Hours)

Etiquette Quotient. Emotional Quotient. Spiritual Quotient. Resilience Quotient. Communication Quotient. Social Quotient. Creativity Quotient. Leadership Quotient. Entrepreneurial Quotient.

Unit 3 (10 Contact Hours)

Goal-setting. Need Achievement. Habit Cycle. How to effectively utilize your time. How to cope-up with stress. Activities for holistic wellbeing. Power of positive psychology

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- G. Héctor & M. Francesc, 'Ikigai', Random House UK
- C. James, 'Atomic Habits', Random House UK
- Gaur Gopal Das, 'Energize Your Mind: Learn the Art of Mastering Your Thoughts, Feelings and Emotions', Penguin
- S. Robin, 'The Everyday Hero Manifesto' Jaico Publishing House.

BULSE104			Financial Literacy and Banking			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Have an understanding of basic concepts related to savings and investment.

CLO2: Appreciate banking activities and insurance products.

CLO3: Have basic knowledge about financial markets.

CLO4: Be aware of the current happenings in the financial markets

COURSE CONTENTS

Unit I

(10 Contact Hours)

Basics of Savings and Investment: Why are investing and savings important? Savings Vs Investment, Power of Compounding, What should be the investment objectives? Risk and Return, Inflation effects on Investment, Investor's Age and Assets Allocation. Government Schemes-National Saving Certificates, Public Provident Fund, Post Office Schemes, Equity Linked Savings Schemes, Retirement Benefits Schemes- NPS (New Pension System)

Unit II

(12 Contact Hours)

Banking Activities: Deposits and Types of Deposits-Saving Bank Accounts, Fixed Deposit Accounts, Recurring Deposit Account, Special Term Deposit Schemes, Loans and Types of loan advanced by Banks and Other secondary functions of Bank. Banking structure in India and Role of Reserve Bank of India.

Protection Related products: Insurance Policies, Life Insurance, Term Life Insurance, Endowment Policies, Pension Policies, ULIP, Health Insurance and its Plans, Understanding of Ponzi Schemes

Unit III

(10 Contact Hours)

Financial Markets: Capital Market Vs Money Market, Securities and its types, i.e., Equity, Debentures or Bonds, IPOs and FPOs, Mutual Funds, Types of Mutual Funds, Brokers, sub-brokers, Process for becoming a capital market investor.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Investment Planning by SEBI
- E. Narayanan Nadar, Money and Banking, PHI
- T. R. Jain & R. L. Sharma, 'Indian Financial System', VK Global Publisher.
- R.G. Saha, S. K. Panigrahi and D. K. Patel. Financial Literacy and Banking, Himalaya Publishing House
- B. K. Das, Financial Literacy and Banking. Krupajala Books
- T. R. Jain and R. K. Kaundal, 'Money and Banking', VK Global Publisher.

BULSE106			Social Media Etiquettes			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Know essential principles and dynamics of social media platforms

CLO2: Build and maintain a positive personal brand on social media platforms

CLO3: Apply social media etiquette in promoting effective and respectful online communication

CLO4: Develop skills to manage challenges and conflicts on social media

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Optimizing social media profile, managing social media accounts, Dos and Don'ts for positive online presence, Digital citizenship, building a good digital footprint.

UNIT II

(12 Contact Hours)

The virtual workspace, Managing Incivility in Virtual Environments, preventing cyberbullying, making educated choices regarding online interactions, cultivating healthy connections. Best practices and pitfalls to avoid

UNIT III

(10 Contact Hours)

Netiquettes, Digital empathy, User generated content and permissions, right information sharing, privacy and security concerns, online conflicts, transformative contents, cyberlaws

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Ensuring Civility Online (2024) by Virginia Hemby, Business Expert Press
- Digital Citizenship in Action (2024) by Kristen Mattson, International Society for Technology in Education
- Digital Ethics: Media, Communication and Society (2022) by Christian Fuchs, Taylor & Francis Ltd.

BUMVO101			Content Writing				Pre Requisites								
L-T-P			Minor Duration	Major Duration	Internal Assessment	Lab Exam Duration	C0-requisites						Theory Total	Lab Total	Total Assessment
L	T	P					Minor –I	Minor- II	Major Assessment	Assignment	Theory Assessment	Lab Assessment (File, Viva, Practical)			
3	0	2	2 Minors of 3 Hours (1 Hr 30 Minutes each)	3 Hours	10	2 Hours	20	20	50	10	100	100	75	25	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: The basic concepts of Content Writing

CLO2: The knowledge of various styles and techniques of writing and editing

CLO3: A nourishment of their creative skills and enhancement of their employability

CLO4: A creation of an industry-academia interface through their strong writing skills

COURSE CONTENTS

UNIT I

(13 Contact Hours)

The basics of writing mechanics – Grammar, vocabulary, phrases and clauses; How to write – construction of clear, simple and precise sentences; Writing for the reader – Role of reader and broadening the Reader; Different kinds of writing – Fiction, Non-fiction (including historical writing, travel writing, memoirs), scientific writing, academic writing

UNIT II

(13 Contact Hours)

The Concept of Content Writing and its relevance; Role and Functions of Content Writers; Print and Web Content Writing, Scope and Types of Content Writing; Principles and processes of content writing, Plagiarism laws in Content Writing; What is plagiarism, rules on plagiarism, How to write plagiarism-free copies.

UNIT III

(13 Contact Hours)

Different forms of media – Print, social media websites, blogs, online platforms etc., Understanding writing for different media through examples. Social Media: Understanding the basics of social media and its content writing
Differences between traditional print writing (Newspapers, magazines, books etc.) and writing in the age of the internet – need to adapt to change

UNIT IV

(12 Contact Hours)

Shorter forms of writing – language, writing style, content, vocabulary, focus, caption – Twitter feeds, Instagram stories, Facebook posts; Product description for sales promotion. Photo and Video writing – language, writing style, content, vocabulary, focus, caption.

UNIT V

(13 Contact Hours)

SEO (search engine optimization): types of SEO content and its development process. Corporate Communications -- Writing for business to business (B2B), business to consumer (B2C), press releases, newsletters – focus on language, jargon, writing style, target audience, formal and informal language

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- On Writing Well, 30th Anniversary Edition, An Informal Guide to Writing Nonfiction by William Zinsser
- Writing Machines –Katherine Hayles
- Writing for the media- Sunny Thomas
- The Language of New Media –Lev Manovich
- How to start Vlogging: A complete Beginner's Guide –Derrick Hayes
- Twitter for success: Achieve writing success 25 words at a time –Angela Booth
- Blogging for beginners: Learn how to start and maintain a successful blog the simple way – Terence Lawfield
- Writing New media –Theory and Applications for expanding the teaching of composition –Anne Wysocki

BUMVO102			Data Visualization with MS-Excel				Pre Requisites								
L-T-P			Minor Duration	Major Duration	Internal Assessment	Lab Exam Duration	C0-requisites						Theory Total	Lab Total	Total Assessment
L	T	P					Minor –I	Minor- II	Major Assessment	Assignment	Theory Assessment	Lab Assessment (File, Viva, Practical)			
3	0	2	2 Minors of 3 Hours (1 Hr 30 Minutes each)	3 Hours	10	2 Hours	20	20	50	10	100	100	75	25	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Having knowledge of building data sheets

CLO2: Hand on experience of handling big data

CLO3: Hand on experience of building decision making analytical skills

CLO4: Develop understanding of business world through ever changing big data

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Dashboard basics, determining when to use a dashboard, establish user requirements, assembling, building and formatting dashboard, monitoring progress, ways of displaying key performance indicators, techniques of reporting financial information

UNIT II

(13 Contact Hours)

Organizing data for dashboards, separating data layers, working with external data, transforming data in power query, creating an effective visualization, driving meanings, focusing attention on charts insights, non-chart visualizations

UNIT III

(13 Contact Hours)

Formatting data with shapes, visualizing performance comparisons, column charts, bullet charts, clustered column charts, funnel charts, XY charts, bubble charts, Dot plot charts, Pie charts, Doughnut charts, waffle charts, sunburst charts, histograms, Tree-map charts, waterfall charts, line charts animated charts

UNIT IV

(12 Contact Hours)

Business cases for chart visualization, company business models, sales and revenue models, cost of good sold and inventory model, cost of product development model, operating and capital expenditure models, statement of profit and loss and cash flow.

UNIT V

(13 Contact Hours)

Cash flow structures, asset generation on the input sheets, profit and loss analysis, modeling for recoveries, liabilities and cash flow waterfall model, advanced liability's structure, analytics and output reporting, understanding of business models, big picture perspectives.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Evergreen, S. D. Effective data visualization: The right chart for the right data. SAGE publications.
- Guerrero, H., Guerrero, R., & Rauscher. Excel data analysis. Springer International Publishing.
- De Levie, R. Advanced Excel for scientific data analysis. Oxford University Press, USA.
- Schwabish, J. Data Visualization in Excel: A Guide for Beginners, Intermediates, and Wonks. CRC Press.
- Dougherty, J., & Ilyankou, I. Hands-on data visualization. " O'Reilly Media, Inc.".
- Nelson, S. L., & Nelson, E. C. Excel data analysis for dummies. John Wiley & Sons.

Second Year

BULMD201			Financial Accounting for Decision Making			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the relevance of financial statements for various stakeholders of business.

CLO2: Apply the concept of accounting cycle for preparation of financial statements.

CLO3: Analyze the key elements of the financial statements like revenue, inventories, long lived assets and accounts receivables.

CLO4: Analyze the financial statements to assess the financial health of the business. Also assess the impact of changes in the accounting policies on the financial health of business.

COURSE CONTENTS

UNIT 1: Introduction to Financial Accounting (12 Contact Hours)

Elements of Financial Statements, Key Stakeholders of Financial Accounts of Business, Financial Accounting vs. Management Accounting, Accounting Regulation: ICAI, IASB, FASB, Accounting Standards: IFRS, Ind-AS.

UNIT 2: Accounting Principles & Accounting Cycle (13 Contact Hours)

Accounting Principles, Accounting Cycle, Preparation of Financial Statements using Accounting Cycle.

UNIT 3: Analysis of Key Elements of Financial Statements (13 Contact Hours)

Analysis of Revenue: Concepts and Applicable Methods, Managerial Discretion and Earning Management, Analysis of Inventory: Nature of Inventory, Inventory Valuation, Analysis of Receivables: Credit Losses, Allowance for Credit Losses, Ageing of Receivables, Analysis of Long-Lived Assets: Initial Recognition, Depreciation, Asset Revaluation and Impairment, Intangible Assets and Amortization.

UNIT 4: Cash Flow Statements (13 Contact Hours)

Cash Flow Statements: Elements of Cash Flow Statements, Preparation of Cash Flow Statements, Interpretation of Cash Flow Statements.

UNIT 5: Financial Statement Analysis (13 Contact Hours)

Standalone and Consolidated Financial Statements, Methods of Financial Statement Analysis: Common Size Analysis, Trend Analysis, Ratio Analysis, Du Pont Analysis, Qualitative Financial Statement Analysis, Earning Analysis.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Accounting-Text and Cases, 13e, Robert Newton Anthony, David F Hawkins, Kenneth A Merchant, (AHM), McGraw Hill Education, 2011.
- Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education, India.

BULMD205			Applied Mathematics and Statistics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Explain fundamentals and philosophy of statistical & mathematical concepts.

CLO2: Estimate and interpret with statistical & mathematical tools.

CLO3: Apply different measuring and relevant tools/ methods for data in business world.

CLO4: Formulate the solutions and implications of problems of business world with these tools.

COURSE CONTENTS

Unit I (12 Contact Hours)

Theory of Sets: Meaning, Elements, Types, Arithmetic and Geometric Progression Growth rate: Simple and Compound, Depreciation- Time Value of Money- Future and Present Value, Compounding and Discounting. Matrices-Types, Matrix manipulations and their rules, Order of Matrix, Transpose of Matrix, Inverse and Cramer's Rule.

Unit II (13 Contact Hours)

Calculus: Meaning & applications in business, Constant and variables, Functions, Limit & Continuity; Differentiability & Differentiation, Differentiation by First principle, Partial and Total Differentiation; Derivatives – First order and Second order Derivatives; Maxima & Minima using Lagrange transform; Fundamentals of Integrals Applications in corporate world.

Unit III (13 Contact Hours)

Definition, Scope and Limitations of Business Statistics-Frequency distribution- Representation of data by Frequency distribution, Measures of Central tendency. Measures of Dispersion: Absolute and Relative measures of Range, Standard Deviation, Coefficient of Variance & Variation, Skewness and Kurtosis.

Unit IV (13 Contact Hours)

Correlation and Regression: Meaning & Significance in business, Scatter diagram, Karl Pearson's Coefficient of Correlation, Multiple & Partial Correlation, Rank Correlation, Regression lines, Regression coefficients & Applications of Regression and Correlation in Business. Index Numbers: Significance of Index Numbers in Business, Time Reversal & Factor Reversal tests -Base Shifting, Splicing and Deflating, Problems involved in construction of Index Numbers, applications in business

Unit V (13 Contact Hours)

Time Series Analysis: An Application. Concept of Business Analytics Probability: Meaning & Significance in business, Independent and dependent events; mutually exclusive events; Mathematical Expectation.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Allen R.G.D. 'Mathematical Analysis for Economics'. St. M. Press, Latest Edition
- Andy Francis, Business Mathematics and Statistics, Cengage Learning, Latest Edition
- Baumol, W.J. 'Economic Theory and Operations Analysis, Prentice Hall', Latest Edition
- Budnick, F.S. 'Applied Mathematics for Business, Economics and Social Sciences', McGraw Hill, Latest Edition
- Chiang, A.C. 'Fundamental Methods of Mathematical Economics', McGraw Hill, Latest Edition
- Henderson, 'Microeconomic Theory' A Mathematical Approach, McGraw Hill, Latest Edition
- Hooda, R. 'Statistics for Business and Economics', Macmillan, Latest Edition
- Thukral, J K. Business Mathematics and Statistics, Scholar Tech Press, Latest Edition
- Medhi, J. 'Statistical Methods: An Introductory Text, New Age International, Latest Edition
- Nagar, A.L. and R.K. Das, 'Basic Statistics', OUP, Latest Edition
- Bhardwaj, R. S. Mathematics and Statistics for Business, Excel Book, Latest Edition
- Rao, C.R. 'Linear Statistical Inference and Applications', Wiley and Sons, Latest Edition
- Gupta, S.P. Statistical Methods, S. Chand & Co Ltd, Latest Edition
- Saha, Suranjan, Practical Business Mathematics & Statistics, Tata McGraw Hill, Latest Edition

BULMU203			Macro-Economic Environment of Business			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Distinguish between various types of business environments

CLO2: Explain economic and non-economic environments in India.

CLO3: Understand the effect of various government policies, regulations and laws on the business environment.

CLO4: Understand the global business environment and its effect on domestic business environment.

COURSE CONTENTS

Unit I (12 Contact Hours)

BUSINESS ENVIRONMENT: Business systems – Classification of Business -Types of Environment, scanning of environment – Impact of social, legal, economic, political and technological environment (SLEPT factors) on business

Unit II (13 Contact Hours)

ECONOMIC ENVIRONMENT: Concept of Economic Systems- Capitalism, Socialism, Mixed Economy Latest Industrial policy, Gross Domestic Product -Inflation-and other macro-economic variables Fiscal & Monetary Policies

Unit III (13 Contact Hours)

Non – Economic Environmental Factors: Non-Economic and Natural environment; environmental protection and sustainable development – environmental degradation-environmental, Environmental Legislations, global warming

Unit IV (13 Contact Hours)

LEGAL ENVIRONMENT: Companies Act, IPR, SEBI, Competition Commission of India

POLITICAL ENVIRONMENT: Functions of State – Economic Role of Government in India- The Constitutional Environment

Unit V (13 Contact Hours)

Global Business Environment: WTO; agreements and issues: Global outsourcing; MNCs and FDIs. Global financial crisis 2008 and the changes afterwards

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Dutta R and Sundharam K.P.M Indian Economy, S. Chand, Delhi
- Misra S.K. and Puri V.K., Indian Economy, Himalaya Publishing House, New Delhi
- Francis Cherunillam, Business Environment, Himalaya Publishers.
- K. Aswathappa, Essentials of Business Environment, Himalaya Publishers.
- P.K. Dhar, Indian Economy Growing Dimensions, Kalyani Publishers

BULSE201			Principles of Sales Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To understand importance of selling and its process in business development.

CLO2: Analyze sales force management practices and to evaluate the sales planning process.

CLO3: Demonstrate the selling skills and value ethical sales practices.

CLO4: To learn about motivation and compensation process of sales executives.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Nature, Role and Importance of Sales Management; Personal Selling; Types/ Classification of personal selling, Difference between selling and marketing; Skill Sets required in selling. Evolution of personal selling Effective Sales Manager. Selling Skills: Communication skills and process; Managing Body Language; Listening Skills; Conflict Management; Negotiation, conflict management and Problem-Solving Skills

UNIT II

(12 Contact Hours)

Sales process: Pre-sales preparation; Methods of prospecting; Approaches to Sales Presentation. Methods of handling customer objections; Methods of closing sales and follow up action. Types of Sales Quotas Procedure of Quota setting Problems in setting sales quotas, Designing Sales Organization. Sales Forecasting: Forecasting approaches- qualitative and quantitative for market Demand, sales forecasting methods, Designing and Allocation of Sales Territories. Route Planning,

UNIT III

(12 Contact Hours)

Sales Motivation Factors Influencing Motivation of Sales Person; Designing Motivational Program; Motivational Tools, Factors influencing the design of a Compensation Plan; Types of Compensation plan; Sales force Expense Analysis; Measurement of Sales Organization Effectiveness.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Panda, Tapan K, and Sahadev Sunil, (2013), 'Sales and Distribution Management, Oxford, 2nd ed.
- Still, Cundiff, and Govni, (2011), Sales Management: Decision, Strategy and cases, Pearson, 5th ed.
- Ingram & Lafarge, Sales management: Analysis & Decision making, Cengage

BULSE203			Trading in the Indian Stock Market			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Have an understanding of basic concepts related to savings and investment.

CLO2: Appreciate banking activities and insurance products.

CLO3: Have basic knowledge about financial markets.

CLO4: Carry out technical analysis of stocks

COURSE CONTENTS

Unit 1

(12 Contact Hours)

Identify the existence of the stock market, make money in the stock market, factors of losing money in the stock market, type of risk of investing in stocks, Bull and bearish trends in the stock market, and the difference between investing and trading, enter and exist in stock market-case studies

Unit 2

(12 Contact Hours)

Basic rules of investing in the stock market, mapping them with sector performance, mapping company alignment with sector growth. Business tools- SWOT analysis and porter's five forces, fundamental analysis, reading financial statements, profit and loss statements, balance sheets, cash flow statements, and financial ratios.

Technical Analysis: Meaning, advantages, Fundamental Vs. Technical Chart Analysis: Charts, Formation, Different time frames, and various kinds of charts

Unit 3

(12 Contact Hours)

Candle Sticks & Bars: Introduction, Various Patterns, Support & Resistance: Meaning, The psychology behind the Establishment, Trend Lines: Use & importance, Factors affecting trend lines.

Pivot Point, Fibonacci Retracement & Projection, Chart Pattern, Indicators & Overlays: Moving Average, Simple Moving Average, Exponential Moving, Average, Weighted Moving Average, Average True Range Oscillators

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- [Richard Schabacker](#), 'Technical Analysis and Stock Market', Harriman House.
- Clifford J Sherry, [Jason W Sherry](#), [John Sweeney](#), 'The Mathematics of Technical Analysis: Applying Statistics to Trading Stocks, Options and Futures', iUniverse.
- [Robert D. Edwards](#), [John Magee](#), [W.H.C. Bassetti](#), 'Technical Analysis of Stock Trends, CRC Press.

BULSE205			Public Speaking			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
1	1	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Cultivate confidence and clarity in public speaking

CLO2: Learn to organize and deliver impactful speeches effectively

CLO3: Analyze and internalize the key characteristics of best public speakers

CLO4: Develop strategies to connect with diverse audiences

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Fundamentals of Effective Speaking: importance of confidence, enthusiasm, and clear communication, Speech Organization and Structure, Body Language

UNIT II

(12 Contact Hours)

Talk tools: Connection, Narration, Explanation, Persuasion, Revelation

UNIT III

(12 Contact Hours)

Speeches of Winston Churchill, Oprah Winfrey, Sandeep Maheshwari, Gaur Gopal Das, Jay Shetty, Robin Sharma and more.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- TED talks: the official ted guide to public speaking by Chris Anderson, Nicholas Brealey Publishing
- https://www.ted.com/playlists/324/the_official_ted_talk_guide_pl
- The Art of Public Speaking by Dale Carnegie, Embassy Books

BULMI201			Introduction to Human Resource Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To enable student to design an organization's human resource management process that is compliant with law and supports organizational mission and strategy, best practices adopted globally in HRM.

CLO2: Assess how human resource planning can be done and Jobs designed in organizations.

CLO3: Understand different ways to recruit, select, train employees

CLO4: Do performance appraisal, wage and salary administration and maintain employee relations.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to Human Resource Management: Definition and Concept, Features, Objectives, Functions, Scope and Development of Human Resource Management, Importance of Human Resource Management, Human Resource Practices.

UNIT II

(13 Contact Hours)

Human Resource Planning: Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP, Job Analysis and Design: Job Analysis, Job Description, Writing a Job Description, Job Specification, Job Design.

UNIT III

(13 Contact Hours)

Recruitment: Introduction, Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment, Selection: Introduction, Concept of Selection, Process of Selection, Selection Tests, Barriers in Selection.

UNIT IV

(13 Contact Hours)

Training: Concept and Significance of Training, Training Needs, Training Methods, Types of Training, Performance Appraisal: Introduction, Concept of Performance Appraisal, Purpose of performance appraisal, Process, Methods of Performance Appraisal, Major Issues in Performance Appraisal.

UNIT V

(13 Contact Hours)

Wages and Salary: Introduction, Nature and Significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation, Incentives: Introduction, Concept of Incentives, Effective Incentive System, Types of Incentive Scheme, Employee Relations: Introduction, Concept of Employee Relations, Managing Discipline, Managing Grievance, Employee Counselling.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Dessler, Human Resource Management, PHI
- Mondy, Human Resource Management, PHI
- Gomez et al., Managing Human Resources, Pearson
- Aswathappa, Human Resource and Personnel Management, TMH
- Armstrong, Handbook of Human Resource Management Practices, Sage
- V.S.P. Rao, Human Resource Management, Excel Publisher
- Koontz & Weihrich, Essentials of Management, TMH

BUMMI201			Software Packages – I (R Programming)				Pre Requisites								
L-T-P							C0-requisites								
L	T	P	Minor Duration	Major Duration	Internal Assessment	Lab Exam Duration	Minor –I	Minor- II	Major Assessment	Assignment	Theory Assessment	Lab Assessment (File, Viva, Practical)	Theory Total	Lab Total	Total Assessment
3	0	2	2 Minors of 3 Hours (1 Hr 30 Minutes each)	3 Hours	10	2 Hours	20	20	50	10	100	100	75	25	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To use and program in the programming language R.

CLO2: To use R to solve statistical problems.

CLO3: To implement and describe Monte Carlo the technology.

CLO4: To minimize and maximize functions using R.

COURSE CONTENTS

UNIT I

(12 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

(13 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

(13 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

(13 Contact Hours)

Graphics and plots, statistical functions for central tendency, variation, skewness and kurtosis, handling of bivariate data through graphics, correlations, programming and illustration with examples.

UNIT V

(13 Contact Hours)

Statistical Forecasting: Linear Regression, Logistic Regression, Multivariate Regression using R.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Christian Heumann, Michael Schomaker and Shalabh, 'Introduction to Statistics and Data Analysis - With Exercises, Solutions and Applications in R', Springer.
- Pierre Lafaye de Micheaux, my Drouilhet, Benoit Lique, 'The R Software-Fundamentals of Programming and Statistical Analysis', Springer.
- Alain F. Zuur, Elena N. Ieno, Erik H.W.G. Meesters, 'A Beginners Guide to R (Use R)', Springer.

BULMI203			Environmental Studies			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand about basics of environment and the impact of human activities.

CLO2: Understand the importance of multiple disciplines in addressing the environmental issues.

CLO3: Understand sustainable environmental management approaches.

CLO4: To understand social issues and environment

COURSE CONTENTS

UNIT I: The Multidisciplinary Nature of Environmental Studies and Natural Resources (14 Contact Hours)

Definition; Scope and importance, Need for public awareness. Natural Resources, Renewable and non-renewable resources, Natural resources and associated problems. Forest resources, Water resources, Mineral resources, Food resources, Energy resources, Land resources.

UNIT II: Ecosystems (14 Contact Hours)

Concept of an ecosystem, Structure and function of an ecosystem, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids, Forest ecosystem, Grassland ecosystem, Desert ecosystem.

UNIT III: Environmental Pollutions (12 Contact Hours)

Definition, Causes, effects and control measures of Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards, Solid waste Management: Causes, effects and control measures of urban and industrial wastes.

UNIT IV: Social issues, Human Population and the Environment (12 Contact Hours)

From unsustainable to sustainable development, Urban problems related to energy, Water conservation, Resettlement and rehabilitation of people; its problems and concerns. Population growth, Environment and human health, Human Rights, Value Education, Women and Child Welfare, Role of information Technology in Environment and human health.

UNIT V: Field Work (12 Contact Hours)

- Visit to a local area to document environmental assets-river/forest/grassland/ hill/mountain.
- Visit to a local polluted site-urban/rural/industrial/agricultural.
- Study of common plants, insects, birds.
- Study of simple ecosystems-pond, river, hill slopes, etc.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Bharucha E, Environmental Studies for Undergraduate Courses, 2nd Ed., University Press (India) Pvt. Ltd. 2013
- Cunningham W and Cunningham M, Principles of Environmental Science, 9th Ed., McGraw-Hill Education, 2019
- Sharma PD, Ecology and Environment, 13th Ed. Rastogi Publications, 2017
- Gary S. and Thorpe MS, Barron's AP Environmental Science, 6th Ed., Barrons Educational Series, 2015
- Romm J, Climate Change: What Everyone Needs to Know® 1st Ed., Oxford University Press, 2016
- Fortey R, The Wood for the Trees: One Man's Long View of Nature, Knopf, 2016

BULMI205			Introduction to Logistics Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Identify fundamental concepts in logistics and supply chain management.

CLO2: Explain the roles of transportation, warehousing, and distribution systems.

CLO3: Apply logistics strategies to optimize operational efficiency.

CLO4: Analyze the impact of technological innovations in logistics sector.

COURSE CONTENTS

Unit I

(12 Contact Hours)

Overview of Logistics: Evolution, definition, importance, and scope. 7Rs of Logistics. Logistics vs Supply chain management.

Logistics Functions, Logistics Performance Index (World bank)

Unit II

(13 Contact Hours)

Modes of Transportation, Route planning, carrier selection, and freight management. Centralized vs. Decentralized Distribution, Direct shipping, cross-docking, and hub-and-spoke systems. Containerization. Sustainable transport practices, green logistics and carbon footprint reduction. Analyzing the transportation and distribution strategy of a leading logistics company.

Unit III

(13 Contact Hours)

Warehouse Functions: Storage, handling, and distribution. Types of Warehouses: Public, private, and bonded warehouses.

Inventory Management: Types of inventory, inventory control systems, and optimization techniques.

Unit IV

(13 Contact Hours)

Information Technology in Logistics: Role of IT, EDI, and TMS. Use of automated systems in warehousing and transportation.

Sustainability in Logistics: Green logistics, reverse logistics, and sustainable practices.

Unit V

(13 Contact Hours)

Logistics in India. Role of logistics in GDP. PM Gatishakti, National Logistics Policy, Bharatmala Project, Sagarmala Project

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Logistics Management by Ganapathi and Nandi, Oxford University Press 2015
- Logistics Principles and Practice by Visser, Taylor & Francis 2019
- NLP, Gati Shakti, LEADS <https://logistics.gov.in/> 2024

BULMD202			Production and Operations Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Identify and map the key elements of any production systems.

CLO2: Take decisions with respect to key aspects of the design of production conversion systems.

CLO3: Plan, manage and control the key elements of operations systems on ongoing basis.

CLO4: Understand the complexity in modern production system and how to respond to those complexities.

COURSE CONTENTS

UNIT I: Managing Operations

(12 Contact Hours)

Operations Function in Organization, Management Variables and Operations Conversion System, Historical Evolution of Production and Operations Management, Strategic Role of Operations Management, Recent Trends in Operations Management.

UNIT II: Planning (Designing) the Conversion System

(13 Contact Hours)

Forecasting, Designing Products, Services and Process, Capacity Planning, Location Planning, Layout Planning.

UNIT III: Organizing and Scheduling the Conversion System

(13 Contact Hours)

Job Design, Production and Operations Standard, Work Measurement, Project Planning and Scheduling Models, Operations Planning and Scheduling Systems.

UNIT IV: Controlling the Conversion Systems

(13 Contact Hours)

Inventory Control Systems and Models, Material Requirement Planning, Quality Control Systems.

UNIT V: Dynamics of Operations Management

(13 Contact Hours)

Sources of Complexity in Production System, Modeling Production Complexity, Dealing with Supply Chain Partners, Building Resilience Production System, Exogenous Factors (STEEP Framework) and Firms Response and Approach.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Production and Operations Management: Concepts, Models, and Behavior, 5e, Everette E. Adam.Jr. and Ronald J. Ebert, Prentice Hall of India.
- Modern Production/Operations Management, 8e, Elwood S. Buffa and Rakesh K. Sarin, John Wiley and Sons, Canada.
- Production and Operations Management, 3e, S. N. Chary, McGraw Hill Co., India.
- Manufacturing Planning & Control for Supply Chain Management, Thomas E. Vollmann, William L. Berry, D. Clay Whybark, F. Robert Jacobs, Tata McGraw Hill Co., India.
- Projects: Planning, analysis, Selection, Financing, Implementation, and Review, 7e, Prasanna Chandra, McGraw Hill Co. India.

BULMD204			Introduction to Financial Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Have a conceptual understanding of various aspects of Financial Management.

CLO2: Apply the principles of Financial Management in investment decision making situations.

CLO3: Apply the principles of Financial Management in financing decision making situations.

CLO4: Apply the principles of Financial Management in dividend and working capital decision making situations.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction: Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

UNIT II

(13 Contact Hours)

Investment Decision: The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate.

UNIT III

(18 Contact Hours)

Financing Decision: Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage. Determinants of capital structure.

UNIT IV

(8 Contact Hours)

Dividend Decisions: Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice.

UNIT V

(13 Contact Hours)

Working Capital Decisions: Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
- Levy H. and M. Sarnat . Principles of Financial Management. Pearson Education
- Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
- Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
- Khan and Jain. Basic Financial Management, McGraw Hill Education
- Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
- Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi
- Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd
- Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi
- Pandey, I.M. Financial Management. Vikas Publications

BUMMD202			Entrepreneurship Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Exposed to distinct entrepreneurial abilities, traits and capacity in an entrepreneurship portfolio.

CLO2: Exposed to the entrepreneurial environment prevailing in the world in general and India in particular.

CLO3: Exposed to the process to select and screen business ideas and transcribe viable business plans.

CLO4: Exposed to the importance of innovation in the creation of sustainable competitive advantage.

COURSE CONTENTS

Unit I (12 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 (13 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 (13 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 (13 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 (13 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:	<p>Five Lab Exercises in the field of Idea generation, business plan formulation, business model canvas formulation, Techno-economic feasibility assessment will be conducted and assessment of Lab component will be on the basis of Lab File, viva voce and Lab hand on assessments</p> <p>Each student will work individually or in groups (as per instruction of the concerned faculty members) over the Semester towards applying the concepts being taught in the course 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</p>
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Reference Books

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson
- Singh B.N.P., 'Industrial Development under Structural adjustment Programme', D.D. Publication
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi.
- Drucker, P.F., 'Innovation and Entrepreneurship, Heinemann', London.
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi.
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans', Excel Books,
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University, Press, Boston.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi.
- Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi.
- Renu Arora and 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,
- Economic and Political Weekly, New Delhi, Various Issues.

BULMD208			Essentials of Business Economics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Think in the terms of a rational business economist.

CLO2: Solve firm's related questions in the field of business economics.

CLO3: Appraise, understand and use information captured from different market indicators.

CLO4: Analyze the applications of business economics in the solution of problems of business world.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Micro Economics and its scope. Wants & scarcity, Functions of Economic system, Circular flow of economic activity – price determination and functions of prices-concept of margin, Economic Models, Methodology, Value judgment, Positive and normative analysis.

UNIT II

(13 Contact Hours)

Market analysis-market demand and market supply-market equilibrium-adjustment to changes in demand and supply / static and dynamic analysis- comparative static analysis, Types of elasticity-price, income & cross elasticity.

UNIT III

(13 Contact Hours)

Utility Analysis – Total and Marginal Utility – Cardinal & Ordinal Utility. Indifference Curves-Characteristics, MRS-Special Types of Indifference Curves, Consumer's Income. Budget Line-Changes in Income and Prices and Budget line, Consumer's choice, Utility Maximization, The Changes in demand and Engel's Curve, Changes in Price Substitution Effect and Income Effect / Normal, Inferior and Giffen Goods, Revealed preference theory.

UNIT IV

(13 Contact Hours)

Fundamental Theorem of Consumption Theory, Derivation of Demand Curve under Cardinal, Ordinal and Revealed Preference Theory, Production function –AP and MP Production with one variable input, Production with two variable inputs, Cost of Production, Nature of Production, Costs, Short run and long run Costs. Empirical estimation of demand curve. Indirect demand curve.

UNIT V

(13 Contact Hours)

Least cost input Combination, Expansion path, Introduction to Modern Cost Curves. Concepts of revenue. Price and output determination under different market structure. Price output decision under perfect competition, monopoly, discriminating monopoly, monopolistic competition, and oligopoly. Business forecasting concepts and tools.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Stigler G., 'Theory of Price', Prentice Hall of India, New Delhi, Latest Edition
- Sen A. 'Microeconomics: Theory and Application', Oxford University Press, New Delhi, Latest Edition
- Kreps David M., 'A Course in Microeconomic Theory', Princeton University Press, Princeton, Latest Edition
- Verian H., 'Microeconomic Analysis', W.W Norton New York, Latest Edition
- Koutsoyiannis, A., 'Modern Microeconomics', Macmillan Press, London, Latest Edition
- Layard, P.R.G. and A.W. Walters., 'Microeconomic Theory', McGraw Hill, New York, Latest Edition
- Ahuja H.L., 'Advanced Economic theory: Microeconomic Analysis', S. Chand and Co. Ltd. New Delhi, Latest Edition
- Sen, A "Microeconomics: theory and Applications", Oxford University Press, New Delhi, Latest Edition

BULMI202			Tourism and Hospitality Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the key characteristics of tourism and hospitality marketing.

CLO2: Understand the role of relationship marketing in the tourism and hospitality arena.

CLO3: Develop a marketing plan for an organization operating in the tourism and hospitality industry

CLO4: Understand the key issues in the marketing of tourist destinations.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Concept of Tourism - Definition, evolution of Tourism; Tourist- Definition, Distinction between Traveler, Visitor, Tourist, Excursionist & Transit Visitor; Typology of Tourist; Travel Motivations; Tourism Systems-Elements, Kinds and Uses.

UNIT II

(12 Contact Hours)

Tourism Product- Features of Tourism Product; Types of Tourism Product; Tourism Typology; Tourism Industry- Components Tourism Paradigms and forms.

UNIT III

(16 Contact Hours)

Tourism Impacts: Socio-Cultural, Economic, Environmental and Political Impact Assessment; Positive and Negative Impacts of Tourism; Carrying capacity of destinations. Tourism Organizations-Role and Function; Stakeholders in Tourism Development. Hotel: types and characteristics; Hotels organizational structure and their functions; Linkages & integrations in hotel industry; International hotel regulation.

UNIT IV

(12 Contact Hours)

Front office operations: Introduction; Competencies of front office Personnel; Functions and procedures of Front office; Guest Relations Executive. House-keeping: Competencies of a housekeeping professional; Duties of an Executive Housekeeper and Room Attendant- Rules on a guest floor; Public Area Management and Service.

UNIT V

(12 Contact Hours)

Tourism Resources: Concept, and classification; difference between tourism resources and products; Culture and Heritage; Travel Agency – concept, importance; functions, types. Tour planning process.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Swain, S.K. and Mishra, J.M. (2012). Tourism Principles and Practices. Oxford Publication.
- B Chand, M. (2004). Basics of tourism: theory, operation and practice. Kanishka Publishers.
- B Roday, S., Biwal, A., & Joshi, V. (2009). Tourism operations and management. Oxford University Press.
- B Goeldner, C.R and Ritchie, J.R (2012). Tourism – Principles, Practices and Philosophies, John Wiley & Sons, Inc.

BUMMI202			Industrial Psychology			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: 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.

CLO2: 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.

CLO3: 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,

CLO4: Understand practical implications of motivation theories, job satisfaction and morale and new directions in leadership research globally.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Introduction to Psychology in Industry, Organizational Psychology, Role of psychologist in Industry, human factors and Industry problems; psychological tests in Industries: their utility, reliability and validity.

UNIT II (12 Contact Hours)

Conceptual framework of attitudes: factors influencing development of attitudes, implications for organisations.

UNIT III (13 Contact Hours)

Psychographic factors involved in employee's job performance, psychological tests in Industries: their utility, reliability and validity, accidents at workplace.

UNIT IV (13 Contact Hours)

Employee morale, job satisfaction, practical implications of motivational theories, new directions in leadership research, emotional management,

UNIT V (13 Contact Hours)

Work environment: noise, illumination, colour, vibration etc., accidents at workplace, monotony, stress and fatigue and their impact on work psychology, stress management interventions.

NOTE:	<p>One Live project in the field of measurement /evaluation of happiness index, emotional distortions in decision making, profiling of managers applying components of industrial psychology etc. Each student will work individually or in groups (as per instruction of the concerned faculty members) over the Semester towards applying the concepts being taught in the course. The case studies and role play over the semester would help the students to prepare professional and mature managers. The last 4-5 sessions would be devoted towards presenting and discussing their projects to improve upon and add the finishing touches to their work.</p> <p>Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments</p>
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Reference Books:

1. Schultz & Schultz, 'Psychology & Work Today', Pearson Ed.
2. Muchinsky, 'Psychology Applied to Work', Thomson Wadsworth.
3. Coon & Mitterer, 'Introduction to Psychology: Gateways to Mind & Behavior', Thomson Wadsworth.
4. Kaplan & Saccuzzo, 'Psychological Testing- Principles, Applications & Issues', Thomson Wadsworth.

BUMMI204			Software Packages – II (Python)				Pre Requisites								
L-T-P			Total Credits: 4				C0-requisites								
L	T	P	Minor Duration	Major Duration	Internal Assessment	Lab Exam Duration	Minor-I	Minor- II	Major Assessment	Assignment	Theory Assessment	Lab Assessment (File, Viva, Practical)	Theory Total	Lab Total	Total Assessment
3	0	2	2 Minors of 3 Hours (1 Hr 30 Minutes each)	3 Hours	10	2 Hours	20	20	50	10	100	100	75	25	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To Build basic programs using fundamental programming constructs like variables, operators, if condition constructs, looping, and functions

CLO2: To Work with user input to create fun and interactive programs.

CLO3: To Solve statistical problems and visualize data using graphical plotting.

CLO4: To Work with files – excel, csv.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to Python, feature of Python, installing Python, working with python Interpreter, basic syntax, Python literals, variable and data types, Basic Input-Output Operations

UNIT II

(13 Contact Hours)

Operators: Basic operators: Arithmetic, Relational, Logical, Assignment, Membership, Identity operators, Operator precedence, Data manipulation using basic operators, Your First Program, Boolean values

UNIT III

(13 Contact Hours)

Conditional statements-If, If-Else, nested if-else, Examples: Making decisions in Python, Looping-For, While, Nested loops, Examples: Repeating statements in Python, Control Statements-Break, Continue, Pass.

UNIT IV

(13 Contact Hours)

String Manipulation-Accessing String, Basic Operations, String Slices, and Examples.

Lists-Introduction, Input values in List from user, accessing list, operations, working with lists.

Tuple-Introduction, Accessing tuples, operations, examples.

Sets-Introduction, Accessing set, operations, examples.

Dictionaries-Introduction, accessing values in dictionaries, working with dictionaries, properties, Examples.

UNIT V

(13 Contact Hours)

Functions, Modules and Packages Built in Modules, Function and Methods for strings, Lists, Tuples, Sets, Dictionaries. Importing modules in python program, working with Built-in Modules.

Python Libraries, Statistical Analysis- NumPy, SciPy, Pandas, StatsModels, Data Visualization- Matplotlib, Seaborn, Plotly, working with files

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Mark Lutz, Programming Python, O'Reilly, 4th Edition, 2010
- Timothy A Budd. Exploring Python. Mc Graw Hill Education
- Hans Fangohr. Introduction to Python for Computational Science and Engineering (A beginner's guide)
- Mark Lutz. Learning Python, 4th Edition
- Paul Gries, Jennifer Campbell, Jason Montojo. Practical Programming: An introduction to computer Science Using Python, The Pragmatic Booksel

BULVO201			Yoga for Holistic Development			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Know and practice yoga Aasan

CLO2: Know and practice Pranayama

CLO3: Know and practice Hand mudras

CLO4: Know and practice Yoga Prayers

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Yoga- meaning, history, importance. 8 limbs of Yoga. When, where, what and how to practice.

UNIT II

(13 Contact Hours)

Yoga prayers. Om - Primordial sound of creation, Gayatri mantra, vedic prayer, shanti path

UNIT III

(13 Contact Hours)

Yogasanas- Yoga poses. Warm up poses. Yoga poses for neck and back. Standing yoga poses. Yoga at Workplace. Sun Salutation- Surya Namaskar.

UNIT IV

(13 Contact Hours)

Breath regulation-Pranayam. Preparation and practice of Anulom-vilom, Nadi-shodhan, Bhramari, Sheetkari, Kapalbhata Pranayam. Kumbhak and Bandh.

UNIT V

(13 Contact Hours)

Hand mudras- Gyan, Prana, Surya, Apana, Vayu Mudras. Practicing Meditation.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Yoga The Path to Holistic Health: The Definitive Step-by-Step Guide by BKS Iyengar (DK Publishers)
- Yoga in the Workplace by Shameem Akthar (Westland Publications)

BULVO202			Financial Modeling with Excel			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Have an understanding of basic concepts related to financial fundamentals.

CLO2: Incorporation of excel activities with financial instruments.

CLO3: Have basic knowledge about financial markets and data analysis.

CLO4: Building integrated financial models USING Excel

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Fundamental of Financial statements; Financial management- the relationship of finance to economics and accounting; financial analysis and planning-financial performance, break-even analysis and leverage, planning, and forecasting; financial valuation-time value of money, risk and return.

Unit 2 (13 Contact Hours)

Capital budgeting decisions- cash flows; NPV, IRR, and Payback period; capital structure and firm value; dividend policy; working capital management; linear programming decision production scheduling; relevant excel functionality

Unit 3 (13 Contact Hours)

Time series forecasting decisions- the type of forecasting models; forecasting methods; relevant excel functionality; data visualization with excel dashboards-PIVOT tables, VLOOKUP, GETPIVOTDATA

Unit 4 (13 Contact Hours)

Calculated fields in Pivot tables; troubleshooting: Pivot tables displaying duplicate values; time series forecast, linear prediction and date segmentation with no-code excel machine learning key features; regressions predictions

Unit 5 (13 Contact Hours)

Building integrated financial models; building a financial model by projecting balance sheets and profit and loss; monte carlo simulations; creation of balanced scorecards and operational dashboards with excel

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Benninga, S. Financial modeling. MIT press.
- Sengupta, C. Financial modeling using excel. John Wiley & Sons.
- Charnes, J. Financial Modeling with Crystal Ball and Excel. John Wiley & Sons.
- Sengupta, C. Financial analysis and modeling using Excel. John Wiley & Sons.
- Proctor, K. S. Building financial models with Microsoft Excel: A guide for business professionals. John Wiley and Sons.

BULVO203			Digital Hygiene			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Identify Cyber space spectrum

CLO2: Identify and avoid victim of cybercrime

CLO3: Ensure safety online of self and data

CLO4: know legal framework of IT rules in the country

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Virtual classroom and collaborative learning environment, inhabitant of cyberspace hostile side. Basic Concepts and Definitions: Digitalization, Cyberspace, digital footprints, digital profiling, hacking, data breach, deep/dark web, Threat Landscape: Victim, Actor, Motive, Vectors, Techniques, Why do people fall victim to cybercrimes?, Information Security - CIA Triad, RMIAS Model

UNIT II

(13 Contact Hours)

Trending Cybercrimes: Phishing, Email, Fake Messages, SMS, Call based Phishing, Spear Phishing / Whaling, fraud calls /videos fishing, fake websites, Online Financial frauds, Internet banking-related fraud UPI fraud, OTP Frauds (Mentioned separately as its Modus Operandi differs from UPI Frauds), e-Wallet frauds, Debit/Credit Card/ Sim swap/ Sim cloning fraud, Demat/depository fraud,. Cryptocurrency fraud Social Media Crimes, Cyberstalking, Cyberbullying, Sexting, Honey Trapping, Trolling, Morphing, Grooming

UNIT III

(13 Contact Hours)

Mobile Apps – Websites-based issue Dangerous game challenges, Malicious Apps, Matrimonial/ career frauds, Malware and Types, Virus, Worm, Trojan, Backdoor, RootKit, Botnets, Damage to computer systems, Unauthorized access, Data breach, Some other cybercrime and related instances, Spoofing, IoT Attacks, Advanced persistent threats, Scareware, Adware

UNIT IV

(13 Contact Hours)

A Ready Reckoner to Stay CyberSafe: Secure E-Commerce Usage: (Do not blindly go on reviews, Genuine Websites, etc.), Secure Computer/Laptop Usage: Strong Password, Updated Antivirus, and Systems, Refrain Admin Accounts, etc., Secure Mobile Phone Practices: Password/Pattern, Find My Device, Disk Encryption, Location-Privacy settings, Unknown – Third-Party App Risks, etc., Secure Internet Usage (Antivirus, Pop-up protection, File Download, etc.), How to Use Digilocker to keep originals., Preventive measure, Tools to Safeguard

UNIT V

(13 Contact Hours)

Demystifying Institutional framework of Cyber Security in India: NCSC, MeitY – CERT-In- Cyber Swachhta Kendra (Botnet cleaning and Malware Analysis Centre), ISEA, Cyber Surakshit Bharat Programme, NCIIPC, National Cyber Coordination Centre (NCCC), MHA – CIS Division, Indian Cybercrime Coordination Center (CyberDost and its Handles), Glimpses into Legal framework for Cyber Security and Privacy in India, What to Do if Victim of a Cybercrime , How and Where to Lodge a Cyber Crime Complaint,(i) Helplines and Portals. (Women and Children)

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Handbook on Digital Hygiene. Learn how to use technology ecologically. [Print Replica] Kindle Edition by Karina Chotchaeva
- Cybercrimes and Cyber Hygiene: Awareness for Netizens Kindle Edition by Amit Dua (Author), Akash Jyoti Sahoo (Author), Nisheeth Dixit (Author)
- Good Digital Hygiene: A guide to staying secure in cyberspace by Ed Gelbstein Publisher: Bookboon 2013

Third Year

BULMD301			International Business Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: to explain basics of International Business Management in the applied form.

CLO2: to interpret the meaning of the estimated statistical tools in business problems.

CLO3: to apply different measuring and relevant tools/ methods for data in business problems.

CLO4: to formulate and solve empirical business problems.

COURSE CONTENTS

Unit I (12 Contact Hours)

Introduction: Meaning and scope of international business. Types of international business. Distinguishing features of international business environment. International economic environment: Comparative economic systems. World monetary system. Role of IMF in world monetary system.

Unit II (13 Contact Hours)

Evolution, objectives, functions and organization of IMF. Commercial policy and its instruments. Global and regional economic organizations: Genesis, objectives, functions, operational policies of IBRD, IDA, IFC and ADB. Economic Integration among countries: Rationales behind economic integration. Levels of economic integration – the Free Trade Area, the Custom Union, the Common Market, The Economic Union.

Unit III (13 Contact Hours)

Global Economic Alliance: UNCTAD and WTO – Their genesis, objectives, nature of treaty and achievements. Regional Economic Alliance: EU, NAFTA, ASEAN, OPEC – their objectives, nature of treaty and achievements. International Technological Environment: Technology Transfer - Meaning, source and modes. Significance of technology transfer for the developing countries.

Unit IV (13 Contact Hours)

International Political Environment: Different political systems and their impact on international business. Trade relationship among developed and developing countries. International Legal Environment: Role of international law in International Business. International Cultural environment: Nature and contents of international cultural environment and their influence on international business.

Unit V (13 Contact Hours)

International Business of Services: Differences between services and products. Linkages between services and products. The role of international services in the world economy. Global transformations in the services sector. Problems and Macro responses to problems in international services trade. Patents; Anti-dumping Measures, Dispute Settlement; Transfer of Technology. Sustainable international marketing practices

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Recommended Books:

- Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
- Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
- Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.
- Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
- Hill, Charles W. L., International Business, McGraw Hill, New York.
- Justin Paul, International Business, PHI
- Riad A. Ajami International Business-Theory & Practices, PHI.

BUMMD301			Essentials of Business Analytics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

To understand the need for effective business analytics within an organization.

To analyze complex problems using advanced analytics tools.

To learn descriptive, predictive and prescriptive business analytics.

To interpret data for better decision-making

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Foundations of Business Analytics, Decision making, Introduction to Business Analytics, Models in Business Analytics, Problem solving with analytics, Big data, Stages of analytics (descriptive, predictive, prescriptive).

Unit 2 (13 Contact Hours)

Descriptive Statistical Measures: measures of location, dispersion, shape and association. Visualizing and Exploring Data: Overview, Tables, Charts, Advanced data visualization, data dashboards.

Unit 3 (13 Contact Hours)

Trendlines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Spreadsheet Modeling and Analysis, Monte Carlo Simulation and Risk Analysis.

Unit 4 (13 Contact Hours)

Linear Optimization, Applications of Linear Optimization, Integer Optimization, Decision Analysis. Introduction To Python: Features, Application, Installation and Working with Python, Understanding Python variables Python basic Operators Understanding python blocks Data Types: Data types and Operators

Unit 5 (13 Contact Hours)

Application of Analytics in Finance, Marketing, Human Resource Management, Supply Chain, Healthcare, social media and Cyber Space.

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- James, E. R, Business Analytics. UK: Pearson Education Limited.
- Rao, P.H., Business Analytics: An Application Focus, Prentice Hall India.
- Prasad, R. N., Acharya, S. Fundamentals of Business Analytics, Wiley.
- Schniederjans, M. J., Schniederjans, D. G., Starkey, C.M., Business Analytics: Principles, Concepts and Applications, Pearson.

BULMD303			Banking and Insurance Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the basic principles of Banking.

CLO2: Understand the basic principles of Insurance

CLO3: Understand the current events in Banking and Insurance.

CLO4: Understand risk management in Banking and Insurance

COURSE CONTENTS

Unit I

(12 Contact Hours)

Introduction to Banking Business: Origin of Banking, Banking System-Concept and Different Important Terms used in Banking Business, Banking Sector Reforms in India, Banker and customer relationship, General and special types of customers, Overview of Banking Regulation Act 1949

Unit II

(13 Contact Hours)

Banking Products and Banking Services: Financial Services offered by banks, Asset-Liability Management, Liability Products – Types of Loans and Advances, Asset Products - Types of deposits, CASA Score, Role of the Central Bank as Regulator, RBI's Policies for commercial banks International Security Standards in Banking,

Internet Banking: Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash, Payment banks

Unit III

(13 Contact Hours)

Bank Lending: Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advances against various securities.

Risk Management in Banks: Risk Universe of banks, Measures for identifying and controlling risks, CAMELS Rating, Risk Architecture -Basel Regulations-Basel I, Basel II & Basel III

Unit IV

(13 Contact Hours)

Risk and Insurance: Types of Insurance- Life and General- Insurance and Risk Mitigation, Basic concept of insurable risk, Perils and Hazards, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution,

Unit V

(13 Contact Hours)

Insurance Business: Concept of Insurance- Actuarial Practice for Life and Non-life, Re-insurance, Risk and return relationship, Legal Aspects of Insurance Contracts, Regulatory Framework of Insurance, and Overview of IRDA Act, Power, Functions and Role of IRDA, Online Insurance, Bancassurance

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Agarwal, O.P., Banking and Insurance, Himalaya Publishing House
- Satyadevi, C., Financial Services Banking and Insurance, S.Chand
- Suneja, H.R., Practical and Law of Banking, Himalya Publishing House
- Chabra, T.N., Elements of Banking Law, Dhanpat Rai and Sons
- Arthur, C. and C. William Jr., Risk Management and Insurance, McGraw Hill
- Saxena, G.S; Legal Aspects of Banking Operations, Sultan Chand and Sons
- Varshney, P.N., Banking Law and Practice, Sultan Chand and Sons
- Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning

BULSE301			Digital Literacy			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: CLO1: Critically harness digital literacy for professional practice and research and demonstrate digital citizenship in online learning, professional and social communities.

CLO2: Understanding the applications of digital financial services and IT Act 2000

CLO3: Understanding the Latest Trends in IECT & e-Governance.

CLO4: Understand the concepts of cloud computing, mobile computing, digital signatures and cyber security and threats

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to Digital Literacy: what is digital literacy and how it is different from information literacy, media literacy & computer literacy, Why is Digital Literacy Important? Improving your digital literacy. Modes of Digital Communication: From Oral to Print Culture, How the Printing Press Changed Society? The Next Wave: Media Communication, Why the Internet is a Communication Revolution? Who Controls the Internet? Becoming a Digital Citizen in the New World; Social media and your digital footprints.

UNIT II

(13 Contact Hours)

Application of Digital Financial Services, Banking products-ATM card, RuPay Card, Banking Instruments-Cheque, Demand Draft (DD), Currency Notes, Banking Services Delivery Channels, Know Your Customer (KYC), Opening of bank account and documents required, Types of bank accounts, Bank's services including remittances, loan, mobile banking, etc., Types of Insurance, Pradhan Mantri Jan Dhan Yojana (PMJDY), password security and ATM withdrawal, Insurance, Social Security Schemes-Atal Pension Yojana (APY), Pradhan Mantri Suraksha Bima Yojana (PMSBY), Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY), Pradhan Mantri Mudra Yojana (PMMY).

UNIT III

(13 Contact Hours)

Cyber Security: Basic concepts of threats, vulnerabilities, controls; risk; confidentiality, integrity, availability; security policies; security mechanisms. Data Security and protection: concept, creating strong passwords; how to stay safe when surfing on internet: "In private Browsing", identifying secure website, clear cookies; Know how to identify a secure web site: https, lock symbol; Security Considerations: Know about security threats from web sites like: viruses, worms, Trojan horses, spyware. Understand the term malware; hacking Netiquettes: Be aware of the possibility of receiving fraudulent and unsolicited e-mail; phishing, Recognize attempted phishing; Plagiarism and Artificial Intelligence

UNIT IV

(13 Contact Hours)

Latest Trends in IECT & e-Governance: Applications of IECT: e-governance, Multimedia and Entertainment; Project Management using IT tools & related applications, Introduction to Cloud Computing: What is cloud computing, Properties & Characteristics, Service models; Introduction to Mobile Computing, its components and characteristics. Basics of Software Licensing Overview and understanding of IT Act 2000.

UNIT V

(13 Contact Hours)

Digital signature: definition as per ITA 2000, how digital signature works; role of certifying authorities: Digital Certificates and their uses, Certifying Authority regulation in India, Obtaining a trial version of a Digital Certificate; legal aspect covering digital signatures in India; how to use digital signatures on electronic documents. e-Governance: Definition of e-Governance, Pillars of e-Governance, Infrastructure for e-Governance, Familiarization with terminology like change management, processing engineering, Govt. Processing engineering and Governance, e-Governance project life cycle,

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Developing Digital Literacies: A Framework for Professional Learning; By: Dustin C. Summey/Publisher: Corwin Press: 2013
- Understanding Digital Literacies (English, Paperback, Jones Rodney H.), Routledge, 2021
- Digital Literacy Essentials (Understanding and Engaging With Media) (Hardcover, Dr. Paramveer Singh, Mayank Bharadwaj), K.K. Media, 2023
- Digital Citizenship Toolkit, Ed. Michelle Schwartz, Toronto Metropolitan University Pressbooks, Creative Commons Attribution 4.0 International License

BULSE303			Design Thinking			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Recognize the importance of design thinking as a potent innovation tool.

CLO2: Cultivate observational skills to understand and tackle challenges effectively

CLO3: Apply empathy, ethics, prototyping, and social connections principles for practical problem-solving.

CLO4: Synthesize insights from design thinking principles to foster creative problem-solving and innovation.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

What is design thinking, When to use it. Fundamental attitudes, How to prepare yourself for innovative thinking (exercises and activities), Embracing Human-centred designs, Overcoming Cognitive fixedness, Inspiring stories/case studies

UNIT II

(12 Contact Hours)

Stages of Design Thinking, Design Challenge, Team dynamics, Target customer/audience, Probing tools, Systematic Inventive Thinking tool, Creating Empathy Maps

UNIT III

(12 Contact Hours)

SCAMPER tool, Six Thinking Hats, Creating persona Grid. Preparing Business Model Canvas, Creating Solutions, Prototyping, Risk reduction, Testing, Intellectual property/patent filing, Collaboration dynamics, Funding strategy, Sustainable revenue generation

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Design Your Thinking by Pavan Soni , Penguin
- HBR's 10 Must Reads on Design Thinking by Tim Brown, Clayton M. Christensen, Indra Nooyi , Vijay Govindarajan, Harvard Business Review Press
- Solving Problems with Design Thinking: Ten Stories of What Works by Jeanne Liedtka, Andrew King, Kevin Bennett (Audible Audiobook)

BULSE305			Creative Thinking			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Approach problems with a fresh and distinct mindset

CLO2: Develop skills to generate unconventional solutions, boosting productivity.

CLO3: Develop thinking that clears doubts, breaks old habits, and embraces non-linear approaches

CLO4: Apply creative mindset for innovative thinking across diverse challenges

COURSE CONTENTS

UNIT I (12 Contact Hours)

Meaning, Scope and Objectives, Principles of Creativity, Benefits and Applications of Creative Thinking. Personal Creativity, Measuring the creativity.

UNIT II (12 Contact Hours)

Brainstorming: The integrated problem solving, Reverse Brainstorming: Forming the problem. The Kipling Method (5W1H), Lateral Thinking: Looking beyond the picture, Picture Association. Morphological Analysis. Creativity Canvas.

UNIT III (12 Contact Hours)

Watching, Listening, Reading, Curiosity and Writing, Pause and analyze yourself, Sleep on the problem to start afresh. Self-marketing, Spreading your ideas, Successful creative careers.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Making Ideas Happen: Overcoming the Obstacles between Vision and Reality by Scott Belsky, Penguin Publishing Group
- Creative Careers: Making a Living with your Ideas by B. Jeffrey Madoff, Hachette Books
- The Creative Thinking Handbook: Your Step-by-Step Guide to Problem Solving in Business by Chris Griffiths, Melina Costi, Kogan Page Publishers

BULMD302			Resilience Building			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand the concept and importance of resilience in personal development.

CLO2: Identify key characteristics of resilient individuals.

CLO3: Identify personal strengths and resources

CLO4: Develop practical strategies for fostering resilience in daily life

COURSE CONTENTS

UNIT I (12 Contact Hours)

Overview of Resilience, Importance of Resilience in Personal Development, Characteristics of Resilient Individuals

UNIT II (13 Contact Hours)

Identifying and Defining Adversity, Types of Life Challenges and Stressors, Impact of Adversity on Mental Well-being

UNIT III (13 Contact Hours)

Identifying Personal Strengths, Building a Supportive Social Network, Developing Coping Mechanisms and Problem-Solving Skills

UNIT IV (13 Contact Hours)

Growth Mindset vs. Fixed Mindset, The Power of Positive Thinking, Cultivating Optimism in the Face of Challenges

UNIT V (13 Contact Hours)

Resilience-building Activities and Exercises, Real-life Case Studies of Resilient Individuals, Creating a Personal Resilience Plan

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Option B: Facing Adversity, Building Resilience, and Finding Joy by Sheryl Sandberg and Adam Grant, Knopf
- Resilient: How to Grow an Unshakable Core of Calm, Strength, and Happiness by Rick Hanson, Harmony
- The Art of Resilience: 40 Stories to Uplift the Mind and Transform the Heart by Gauranga Das Prabhu, Penguin

BULMD304			Business Ethics and Values			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Examine and analyze a number of ethical and value related issues at workplaces.

CLO2: Appraise and reflect on the influence of leadership on business ethics and values.

CLO3: Evaluate a number of ethical dilemmas in business contexts.

CLO4: Assess the ethical assumptions and values which drive businesses.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to Business Ethics and Values, Need and Importance, Understanding the issues and dilemmas in business ethics and values

UNIT II (13 Contact Hours)

Role Of CEO in Ethics, Morality and Value System; Impact On Business Culture, Ancient Wisdom & Ethos

UNIT III (13 Contact Hours)

Types of Ethical Issues – Bribery and Corruption – Theft And Piracy – Coercion & Compulsion– Deception & Duplicity – Unfair Discrimination

UNIT IV (13 Contact Hours)

Internal Ethics of Business: - Hiring Employees – Screening Practices – Promotion – Wages –Exploitation Of Employees – Discipline – Whistle Blowing;

UNIT V (13 Contact Hours)

External Ethics of Business, Ethics of competition and fair prices, consumer rights, advertisements and claims; Social Responsibility of Business

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Business Ethics and Values by D. Senthil Kumar and A.S. Rajan, Himalaya Publishing
- Business Ethics by Shailendra Kumar Kumar and Alok Kumar Rai, Cengage Publishing

BULMD306			Advanced Financial Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Demonstrate the applicability of the concept of Financial Management to practical situations

CLO2: Assess the factors affecting opportunities and investment decisions in an organization.

CLO3: Analyse the complexities associated with management of cost of funds in different capital Structures

CLO4: Understand the application of tools and techniques in working capital forecasting.

COURSE CONTENTS

UNIT 1 (12 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 (13 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 (13 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 (13 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:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 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.

BULMD308			Management Information System			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Have basic understanding of information management

CLO2: Understanding of developing efficient knowledge-based data management system

CLO3: Develop understanding of strategic information systems and business Intelligence

CLO4: Have an exposure of different government policies for data protection legal rights

COURSE CONTENTS

UNIT 1

(12 Contact Hours)

Information systems, its working, impact, role, its management, supporting organization and technology components, Information systems in global business, management decision problems, Jobs requiring information systems, knowledge, Business processes, different systems serving different management groups and their respective organizational performance.

UNIT 2

(13 Contact Hours)

Ways of building successful information systems, porter competitive forces model, value chain model. Synergies, core competencies, network economies, strategic information systems, ways of building competitive strategies using information systems, business value chain model and their competitive advantage.

UNIT 3

(13 Contact Hours)

Ethical, social and political issues in information systems, moral dimensions of the information age, roles, responsibilities, accountability and liability, data quality and system error, decision making in achieving operational excellence, customer intimacy, supply chain management systems software and planning.

UNIT 4

(13 Contact Hours)

Emerging technologies, IT infrastructure, Quantum computing, high performance and power saving processors, multiple supporting software, intelligent database management, developing capabilities for database management, inventory management, online marketing software management.

UNIT 5

(13 Contact Hours)

Internal and external threats to information systems, various security measures, supporting legal and regulatory norms, recovery policy, control and networks, customer intimacy, managing knowledge, building management systems, enhancing data management skills, managing projects.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Obrien, J. A., & Marakas, G. M. Management information systems. New York, NY, USA: McGraw-Hill Irwin.
- Laudon, K. C., & Laudon, J. P. Essentials of management information systems. Pearson.
- McNurlin, B. C., & Sprague, R. H. Information systems management in practice. Prentice-Hall, Inc.
- Ein-Dor, P., & Segev, E. Managing management information systems. Toronto: Lexington Books.

BULMI301			Industrial Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To outline and list the factors affecting marketing strategies in a typical B-2-B scenario and identify the strategies to stay relevant in the market place;

CLO2: To recognize the impact of traditional consumer behavior theories and decision-making processes in a B-2-B organization as compared to a B-2-C organization.

CLO3: To outline, relate and demonstrate the relationships between applied industrial marketing concepts and its impact on competition. The student will be able to demonstrate, modify and apply the applications and uses of select industrial marketing concepts in simulated business situations;

CLO4: To choose, compare and evaluate various decision-making processes, aligning the same with specific requirements of the organization and address specific concerns of decision makers and influencers across hierarchy.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Basics of Industrial Marketing; Industrial versus Consumer Marketing; Industrial Marketing Landscape; Classification of Industrial Customers. The Industrial Marketing system and the Industrial Marketing concept, Industrial goods demand and product characteristics, market levels and product types, the industrial customer, buyer motives business and institutional buyers.

UNIT II

(13 Contact Hours)

Buying Behaviour, Unique Characteristics of Organizational Procurement; Purchasing in Government Units; Industrial Buying Behaviour in Indian context; Conceptualization of Buying Behaviour; Organisational Buying: BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis. Inputs to Industrial Marketing Uncertainty Management in Industrial Marketing; Purchasing Agents and Negotiation in Industrial Marketing.

UNIT III

(13 Contact Hours)

Strategic Planning Process of Strategic Planning; Variables Used to Segment Industrial Marketing; Industrial Marketing Strategy in India; Managing the Development of Strategic Planning and McKinsey's 7-s Framework. Strategy Implementation Understanding Strategy Formulation and Strategy Implementation; Industrial Marketing Strategy Components; Industrial Marketing Strategy in India; Industrial Marketing Research for New Product Development. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service component—The provision of parts, technical assistance, terms of sales.

UNIT IV

(12 Contact Hours)

Channel Optimization Channel Participants; Channel Functions and Dual Channels; Choosing the Right Distributor; Distribution and Manufacturers' Representatives. Logistics and Marketing Control Purchasing Practices of Industrial Customers in Indian Context; Marketing Logistics: Physical Distribution and Customer Services; Marketing Control. Formulation of channel strategy-conditions influencing channel structure.

UNIT V

(14 Contact Hours)

Pricing Price: A Crucial Element in Product Strategy; The nature of Derived Demand; Industrial Product Pricing in India; Segregation of New Product Cost; Pricing in Industrial Marketing. The promotional component, advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Sales Force Planning Development of Industrial Sales Force; Motivation of Sales Force; Effective Use of Sales Compensation. Personal selling-Personnel profiles selection and training, supervisions compensation sales promotion and public relations-Trade shows and exhibits, promotional novelties.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Business Marketing: Text and Cases, Krishna K. Havaldar, McGraw Hill, ISBN: 978-1-25-909796-6
- Industrial Marketing, Horey Sankar, Mukerjee, Excel Books, ISBN: 978-81-7446-700-3
- Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu Csg, Lalitha R, Publisher: Jaico Book House
- Industrial Marketing 2e by K. K. Havaldar, Publisher: Tata McGraw-Hill Publishing Company limited

BULMI303			Tourism Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Learners tend to be proficient with the concepts, components, and functions of marketing.

CLO2: Students will be familiarized with tourism specific marketing skills as well as the contemporary marketing practices adopted by tourism and allied industries.

CLO3: They would gather wholesome idea of the impacts of ICT on tourism and related activities.

CLO4: To familiarize them with the contemporary marketing practices.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Evolution of Marketing: Marketing for Tourism-Tourism Product- Features of Tourism Marketing- Marketing Functions-Market Research-Tourism Marketing Mix.

UNIT II

(13 Contact Hours)

Understanding the Market and the Consumer: Marketing Environment-Consumer Behaviour- Buyer Decision Process – Demand Forecasting - Market Segmentation – Targeting – Market Positioning.

UNIT III

(13 Contact Hours)

Ps of Marketing : Product Designing – Branding and Packaging – New Product Development – Product Life Cycle: Price: Strategies and Approaches; Place: Channels of Distribution, Promotion: Advertising – Sales Promotion – Publicity – Personal Selling; Other Ps: People, Physical Evidence and Process.

UNIT IV

(12 Contact Hours)

Marketing of Tourism & Related Activities: Global Marketing, Direct Marketing, Social Media & Digital Marketing, Green Marketing, Corporate Social Responsibility, Ethics & Consumerism - Trends in Tourism Marketing – Marketing of Destinations, Airlines, Hotels, Resorts, Travel Agencies, Events and other Tourism sub – Sectors and Products.

UNIT V

(14 Contact Hours)

Developing Marketing Skills for Tourism: Self-Motivation-Team Building-Personality Development-Creativity & Innovation-Innovative Products in Tourism-International Perspective and Contemporary Trends.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Chaudhary, M. (2010). Tourism Marketing. New Delhi: Oxford University Press.
- Fyall, A., & Garrod, B. (2005). Tourism Marketing: A Collaborative Approach (Vol. 18). Bristol: Channel View Publications.
- Kotler, P. (2006). Marketing Management. Delhi: PHI.
- Stanton, W. J. (1999). Fundamentals of Marketing. New York: McGraw Hill.
- Neelamegham, S. (1998). Marketing in India: Cases & Readings. New Delhi: Vikas.
- Ramasamy, V.S., & Namakumar, S. (1990). Marketing Management: Planning & Control. New Delhi: Macmillan.
- E-Pathshala. (2018). Retrieved from E-Pathshala an MHRD Project Website: <http://epgp.inflibnet.ac.in/ahl.php?csrno=1827> Select- P-14.

BULMI305			Advertising and Public Relations			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Determine, analyze and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications and to perform a market segmentation analysis.

CLO2: To understand the essence of PR as a practical discipline within the organization; be aware of its functions, strategies and particular techniques;

CLO3: To understand how public relations theory and practice developed and how public relations is practiced in different countries.

CLO4: To understand, recognize, and examine the phenomenon of media transparency and its application for the public relations profession and practice in a global world.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Understanding Advertising: Concept, Nature, Definitions, Evolution and History; Role, Objectives, Functions, and Significance; Basic Theories and Applications; Types and Classification of Advertising; Factors Determining Advertising Opportunity of a Product/Service/Idea; Types of Appeals and Advertising Messages.

UNIT II

(13 Contact Hours)

Digital Advertising: Evolution and Current Status; Digital Media Landscape; Emailers and Search Engine Optimization; Mobile Marketing. Digital Advertising Agencies: Structure and Functions; Digital Media Integration across Advertising. Hybrid Advertising (Online merging with Offline).

UNIT III

(13 Contact Hours)

Agency Structure: Roles and Responsibilities Across Levels; Evolution of Ad Agencies: Various Stages and Current Status; Various Functional Departments and Scope of their Works; Ad Agency: Functions, Types, Structure, Departments, Remuneration, Pitching, Client Agency Relationship; Revenue and Commission Systems. Account Management: Definition, Responsibilities and Implementation Paths. Agency Operation: Role of Advertising Agency, Types of Advertising Agencies; Client-Agency Relationship.

UNIT IV

(13 Contact Hours)

PR: Concepts, Definitions and Theory; Brief History of Public Relations and Emergence of Corporate Communication; Understanding Various Concepts, viz., PR, Press Agency, Publicity, Propaganda and Advertising " Defining Publics/Stakeholders. PR Process: Problems, Media Selection, Feedback and Evaluation. Tools of PR: Media Relations (Organizing Press Conferences/Meets, Press Releases/Communiqué/ Briefs, Rejoinders etc.) and Media Relations management (Selection of Media and Reaching out to its various Publics).

UNIT V

(13 Contact Hours)

The Public Relations Environment: Trends, Consequences, Growth and Power of Public Opinion; Persuasion and Public Relations: The Power Structure, Roots of Attitude, Culture, Laws of Public Opinion and Governors of Opinion Change. PR and Writing: Printed Literature, Newsletters, Position Papers/Opinion Papers and White Papers and Blogs. Crisis Communication: PR's Role in Business, Government, Politics, NGOs and Industry Associations. Digital PR in Marketing and Brand Promotions; The need for synergy between advertising and PR to achieve marketing goals.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Elliott Richard: Strategic Advertising Management (NTC Business Book, USA, 2009)
- Ghosal, Subhash: Making of Advertising (McMillan 2002)
- Jethwaney Jaishri: Advertising management (Oxford University Press, 2010)
- Jethwaney Jaishri & Jain Shruti: Advertising Management, 2006 (Oxford University Press)
- The Public Relations Handbook, 2nd ed. (2001) by Alison Theaker, Routledge
- Public Relations and Social Theory: Key Figures and Concepts (2007) by Øyvind Ihlen, Routledge Communication Series.

BULMI302			Principles of Retail Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Illustrate core concepts and trends in Retail.

CLO2: Apply Retail Mix strategies for decision making.

CLO3: Analyze given Retail formats/models and strategies.

CLO4: Understand relationship between retailing and communication Mix

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to the world of Retailing and Emerging Scenario (Elements of Retail Mix) Transformation of Retailing – Unorganized – Organized - Online. Types of retailers: Store Based Food retailers General Merchandise Retailers Big Box/ Flagship Stores Services Retailing, Types of ownership.

UNIT II

(13 Contact Hours)

Non Store Based Retailing / Online Retailing, FDI in Retailing: Regulations and Opportunities, FDI in Retailing: Regulations and Opportunities, Understanding and analyzing the Retail Consumer.

UNIT III

(13 Contact Hours)

Retail Strategic Planning, Retail Location Decision, Selecting the Retail store location, Category Management, Supply Chain Management.

UNIT IV

(13 Contact Hours)

Retail Pricing: Considerations in setting retail prices, Retail Shrinkage Ethics in Retail, Customer Relationship Management / Customer Service Strategies, Customer Loyalty Programs, Store Layout & Design, Visual Merchandising & Semiotics.

UNIT V

(13 Contact Hours)

Retail Branding & Communication Mix, Retail Scenario Analysis, Retail Scenario Analysis, E- Tailing in India, New age technology in retailing, Rationale of Private Label, Future of Private Label, Future of Retail Marketing –Green Retailing.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Berman, B., Evans, J., & Mathur.M. (2011). Retail Management: A Strategic Approach. New Delhi: Pearson Education.
- Biyani, K. (2007). It Happened in India. New Delhi: Rupa & Co.
- Uniyal D., Sinha P. (2018), Managing Retailing, 3rd Edition, Oxford Higher Education

BULMI304			International Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Analyze the environmental variables that influence international marketing; and describe the strategies and tactics that can lead to successful international marketing given those environmental constraints.

CLO2: Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena;

CLO3: Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations.

CLO4: Analyze a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation; and produce a comprehensive international marketing plan.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. International Marketing Environment, Challenges in Global Marketing. International Trade Environment theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories.

UNIT II

(12 Contact Hours)

International Market Entry Strategies, International Product Policy and Planning - Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services. International Pricing Policy: Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade.

UNIT III

(13 Contact Hours)

International Distribution and Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, and International Packaging. International Promotional Strategies - Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing.

UNIT IV

(13 Contact Hours)

Foreign Markets and Export Marketing Process; Choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2002-2007. Foreign Trade Policy: Export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, gem and Jewelry Promotion Scheme, Diamond import license, Special Economic Zones (SEZS), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme.

UNIT V

(13 Contact Hours)

Foreign Exchange and Foreign Currency: Foreign Exchange Market, Organization of the foreign exchange market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, foreign Currency Options, Forecasting Foreign Exchange Rates. International Financial Institutions: IMF, World Bank – IBRD, International Finance Corporation, Organization for Economic Cooperation and Development (OECD). Legal and Ethical Issues in International Marketing: Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
- Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
- Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
- Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

BULMI306			Digital Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the Digital Marketing Revolution.

CLO2: Evaluate the consumer behavior in digital era.

CLO3: Developing and delivering e-product and e-service offerings.

CLO4: To understand use of technology in digitization.

COURSE CONTENTS

UNIT I: Introduction (13 Contact Hours)

e-Marketing: Emergence, B2B, B2C, B2G, C2C developments, e-commerce business models, myths and realities of e-markets.

UNIT II: Online Customer (13 Contact Hours)

e-Market Research process, Primary and Secondary Research, Technology to analyse information, new approaches to segment customer, Creating customer insight.

UNIT III: Managing Customer Relationship (12 Contact Hours)

Developing Customer database, Data Privacy, Direct and Database marketing, CRM Technology.

UNIT IV: Developing the Customer Offering (13 Contact Hours)

Technology to improve product/service offerings, increasing speed to market, Advanced Manufacturing techniques and product commercialization, Pricing decisions, Managing multiple distribution channels, Role of Interactive media.

UNIT V: Delivering the Offering (13 Contact Hours)

Sales force effectiveness, Customer Service and Support, IT Productivity Paradox, IT Paradox and Electronic Marketing, e-Trends, Road ahead.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Advances in Electronic Marketing by Irvine Clarke and Theresa Flaherty (IGI Publishing)
- Electronic Marketing: Theory & Practice For The 21st Century by John O' Connor, Eamonn Galvin, Martin Evans (Pearson)
- Electronic Marketing and the Consumer by Robert A. Peterson (Sage Publication)

BULMI307			Compensation and Benefits			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To enable student to design an organization's compensation process that is compliant with law and supports organizational mission and strategy,

CLO2: Compare and contrast various organizational compensation management programs and best practices globally

CLO3: Assess how compensation can contribute to employee satisfaction and motivation issues.

CLO4: Understand different ways to strengthen the pay-for-performance link, learn the concepts of Payment and employee benefits issues for workers, understand the legally required employee benefits, and learn some of the implications for strategic compensation.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Overview of Compensation- Strategic role of Compensation in HR system, factors influencing effective compensation.

UNIT II (13 Contact Hours)

Relevance of Psychological Contract, Elements of Compensation. Compensation process- Employee satisfaction and motivation issues in compensation, developing salary structure, Different types of Salary Structures.

UNIT III (12 Contact Hours)

Reward Philosophy, Strategy and Policy, Incentives for shop-floor; sales forces; executives, non-financial rewards.

UNIT IV (13 Contact Hours)

Executive compensation system. Competence-related Pay and Skill-based Pay, Core competency and compensation, Quality & Compensation.

UNIT V (13 Contact Hours)

Performance Linked Compensation: Pay for Performance Plans, Balancing of Internal and External Equity, Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Dewakar Goel, Performance Appraisal & Compensation Mgt.,- A Modern Approach, Phi
- Joseph J. Martocchio, Strategic Compensation - A HRM Approach, Pearson Publishers.
- Garry Dressler, "Personnel / Human Resource Management", London, Prentice Hall, 1994.
- William B. Werther Jr and Keith Davis "Human Resource Management". New Jersey: McGraw Hill (1993)
- Milkovich & Newman, Compensation, Irwin/McGraw-Hill 8th Ed.

BULMI309			Sustainable HRM			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To evaluate the different frameworks, philosophies and theories for sustainable HRM to facilitate organizations to implement sustainability in business strategies.

CLO2: Discuss sustainable and unsustainable impacts of performance oriented HRM practices on stakeholders from the corporate social responsibility perspective.

CLO3: Develop ethical approaches to implementing, measuring and reporting on sustainable HRM strategies and practices to minimize the unsustainable impacts of these practices on stakeholders.

CLO4: Understand HR's role in, and contribution to, building sustainable organizations.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to sustainable HRM; Institutional context for sustainable HRM; Stakeholder theories for common good; Sustainable HRM theories

UNIT II (13 Contact Hours)

Sustainability characteristics of HRM strategies and practices for sustainability outcomes; The paradox perspective of sustainable HRM for common good

UNIT III (13 Contact Hours)

Introduction to the concepts of sustainability and sustainable development and triple bottom line; Role of HRM in developing economically, socially and ecologically sustainable organizations. Triple bottom line HRM.

UNIT IV (13 Contact Hours)

Introduction to green HRM and green HRM processes: green recruitment and selection, green training, green performance appraisal, motivation and employee engagement in green HRM; Green HRM for environment management.

UNIT V (13 Contact Hours)

Implementation, measurement and reporting on sustainable HRM practices; Techniques to measure sustainable and unsustainable impacts of HRM practices; Global sustainable HRM practices; and future of sustainable HRM.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Enhert, I., Harry, W. and Zink, K.J. eds., 2014. *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*. Springer.
- Mariappanadar S 2019 Sustainable Human Resource Management: Strategies, Practices and Challenges. 1st ed., Macmillan International,
- Ehnert I, Harry W and Zink K J, Sustainability and human resource management: Developing sustainable business organizations, 1st Edition, Springer Science and Business Media (2014). 2. Mariappanadar S, Sustainable Human Resource Management: Strategies, Practices and Challenges, 1st Edition, Macmillan International Higher Education (2019).
- Ehnert I, Sustainable human resource management. A Conceptual and Exploratory Analysis from a Paradox Perspective, 1st Edition, Physica-Verlag Berlin Heidelberg (2009). 2. Vanka S, Rao M B, Singh S and Pulaparathi M R, Sustainable Human Resource Management: Transforming Organizations, Societies and Environment, 1st Edition, Springer (2020)

BULMI311			Knowledge Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Manage the entire process of Knowledge Management

CLO2: Understanding different models of Knowledge Management.

CLO3: Develop Knowledge leadership Capabilities.

CLO4: Understand the challenges of knowledge-based organizations and the HR mechanisms to manage them effectively.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Introduction to Knowledge Management, Knowledge Management Cycle, Knowledge Management Models, Concept and Characteristics of Knowledge based Organizations; Context and relevance of KM for HRM in competitive environment and knowledge economy.

UNIT II

(13 Contact Hours)

Knowledge identification, knowledge capture, knowledge acquisition and creation; knowledge codification, knowledge linking and building, knowledge transfer and dissemination, knowledge storage, knowledge sharing, knowledge application, Nonaka's Model of Knowledge creation-SECI Model, Ba Model.

UNIT III

(12 Contact Hours)

Developing knowledge leadership capabilities, Recruiting and selecting knowledge leaders; Strategic Knowledge leaders, Knowledge culture enablers, developing and maintaining knowledge motivators and other managerial and social infrastructure.

UNIT IV

(13 Contact Hours)

Performance appraisal in a knowledge-based organizations, managing knowledge and personnel and organizational health, Rewarding Knowledge, Management of Retention.

UNIT V

(13 Contact Hours)

Role of Organization Culture in Knowledge management. HRIS for Knowledge based organizations-concept, mechanisms and software orientation, Performance management Mechanisms.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Davenport, T.H. and Prusak, I. Working knowledge: How organizations manage what they know, Harvard Business Press
- Tiwana, A. Knowledge Management Tool Kit, Prentice Hall
- Nonaka I. & Takeuchi, The knowledge creating company: How Japanese Companies Create the Dynamics of Innovation, Oxford University Press.
- France Horibe, Managing Knowledge Workers, John Wiley & Sons
- Fernandez & Leidner, Knowledge Management, PHI
- Mruthyunjaya, Knowledge Management, PHI

BUMMI302			Training and Development			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Know the role and relevance of training and development for management of human resources effectively and efficiently in the organizations;

CLO2: Understand the psychology describing the learning process of training and development;

CLO3: Will able to assess, design, implement and evaluate various methods/techniques/sources of training and development effectively in various contexts;

CLO4: Emerging trends in training and development.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Training and Development; Objectives of Training- an overview, role, responsibilities and challenges to Training Managers

UNIT II (12 Contact Hours)

Organization and Management of Training Function; Training needs assessment and its importance, different methods of training need assessment.

UNIT III (13 Contact Hours)

Instructional Objectives and Lesson Planning; Learning Process and Principles of Learning, Learning Theories, Learning Cycle.

Process of Designing Training & Development Programs

UNIT IV (13 Contact Hours)

Training Climate and Pedagogy; Developing Training Modules and Training Methods for operatives and executives, Training Evaluation- Concept, Different Data Collection methods for evaluation, different methods of training evaluation. Evaluating Training Effectiveness, RoI of Training.

UNIT V (13 Contact Hours)

Trainer's Skills and Styles; training for organization development, Live Project on Designing a Training Plan

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- 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.

BULMI308			Emerging Issues in HR			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Examine and analyze a number of human resource management issues in contemporary workplaces that impact on the dignity of each individual and human diversity

CLO2: Appraise and reflect on the influence of contexts such as national, cultural, stage of economic development and demographics on the development of human resource issues

CLO3: Evaluate a number of HRM topics and issues which have emerged in the past ten years in both domestic and international contexts

CLO4: Assess the ethical assumptions and values which inform various frameworks and theories and their impact on human resource policies and practices

COURSE CONTENTS

UNIT I

(12 Contact Hours)

The role of human resources management in the evolving paradigm; Human resources, dynamic capabilities, and sustained competitive advantage; Human resources and leadership.

UNIT II

(13 Contact Hours)

The strategic role of human resources management; Managing flexible patterns of work for competitive advantage; Talent management: Rhetoric and reality.

UNIT III

(13 Contact Hours)

Measuring human resources management within organizations; Ethical issues and challenges in human resources management; Corporate responsibility and the rise of Human resources management in the digital era.

UNIT IV

(13 Contact Hours)

Employee voice; Wellness and employee engagement; Sustainable HRM: The next step in HRM; Hybrid HRM.

UNIT V

(13 Contact Hours)

Human resources management: An international dimension; Artificial Intelligence and HRM, Transforming the future of HR, HR Accounting.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Boxall, P & Purcell, J 2016, Strategy and Human Resource Management, 4th edn, Palgrave, London.
- Holland, P. 2019. Contemporary HRM issues in 21st century, Emerald publishing limited.
- Roper, I., Prouska, R., Na Ayudhya, U. C. 2020. Critical Issues in Human Resource Management: Contemporary Perspectives, Macmillan International, UK.
- W. Chinyamurindi, A. Cox, B. de Villiers, B. Robinson, R. Bothma, A. Mazingi, 2021, Contemporary Issues in Human Resource Management, Oxford University Press

BULMI310			Employee Engagement			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Appreciate the relevance and role of employee engagement in bringing a sustainable competitive advantage for organizations.

CLO2: Develop and implement employee engagement plans for business organizations.

CLO3: Understand and address the obstacles to achieve required engagement outcomes for business organizations.

CLO4: Role of Leadership and communication in business organizations.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Employee Engagement, Concept and nature, Building Blocks of Engagement, Changing workplace and workforce and demystifying employee engagement.

UNIT II (12 Contact Hours)

Barriers to employee engagement, Role of Leadership and communication in engaging employees, Role of culture in engagement.

UNIT III (13 Contact Hours)

Best Practices and Benchmarking in employee engagement, Models and programmes, Measuring Engagement: Instruments and Strategies.

UNIT IV (13 Contact Hours)

Engagement through performance management, training and development, career planning and development, Employee Engagement and Talent Management.

UNIT V (13 Contact Hours)

Employee Engagement Outcomes, Burnout and disengagement, resistance to change and engagement, turning around businesses using employee engagement.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Emma Bridger, Employee Engagement: A Practical introduction, Kogan Page
- Scott Carbonara, Manager's Guide to Employee Engagement, McGraw Hill
- William H. Macey, Benjamin Schneider, Karen M. Barbera, Scott A. Young, Employee Engagement: Tools for Analysis, Practice and Competitive Advantage, Wiley-Blackwell
- Catherine Truss, Kerstin Alfes, Rick Delbridge, Amanda Shantz, Emma Soane, Employee Engagement in Theory and Practice, Routledge.

BULMI313			Emerging Frontiers in Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the basics of emerging and frontier markets.

CLO2: To understand emerging concepts of Cryptocurrency and ESG in Finance

CLO3: To better explain the management of volatile portfolio flows across the global financial markets.

CLO4: To develop understanding of the Fintech industry and its regulations.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to Emerging and Frontier Markets: What makes a country an emerging or frontier market? characteristics, economy, geopolitics of emerging markets, Investing in Equities in Emerging Markets: What should we consider when investing in EM? What countries are relevant in an EM portfolio and why? What is the liquidity, taxation, accounting standards, FX restrictions, and macro considerations?

UNIT II

(13 Contact Hours)

Cryptocurrency and ESG in Finance: Cryptocurrency and Blockchain: What is blockchain? What are cryptocurrencies? The properties of the cryptocurrency market from a finance perspective, new applications based on blockchain: decentralized finance and NFTs; ESG Investing: ESG rating, ESG investing and sustainability, ESG regulation and investment strategies.

UNIT III

(13 Contact Hours)

Managing Volatile Portfolio Flows: Foreign Funding in Times of Uncertainty, Key Drivers of Portfolio Flows to Emerging Markets, Debt versus Equity Portfolio Flows, Hard Currency versus Local Currency Debt Portfolio Flows, Impact of Portfolio Flows on the Level and Volatility of Funding Costs, Level of Funding Costs, Volatility of Funding Costs, Foreign Investor Participation in Frontier Markets and Debt Rollover Risks, Policy Priorities.

UNIT IV

(13 Contact Hours)

Introduction to FinTech: What is the FinTech Industry? Evolution of FinTech; FinTech in Payment Industry: Multichannel digital wallets, applications supporting wallets, onboarding, and KYC application, FinTech in Lending Industry- Formal lending, Informal lending, P2P lending, POS lending, Online lending, Payday lending, Microfinance, Crowdfunding

UNIT V

(13 Contact Hours)

Regulations governing FinTech in India: Regulation of mobile money, Regulation of smart contracts, Regulation of Robo-Advisory services, legal and regulatory implications of cryptocurrencies, Master Direction on Issuance and operation of prepaid payments instruments, NPCI guidelines governing UPI payments, Regulations of payment banks, Anti money-laundering regulations, Data privacy and protection.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Frontier: Exploring the top 10 emerging markets of tomorrow. Wiley (1st Edition)
- Fintech Frontiers: Chronicles of Financial Breakthroughs. By Nova Richardson.
- Global Financial Stability Report: Markets in the time of COVID-19, Chapter-3 Emerging and Frontier Markets. IMF (April 2020)
- Frontiers in Quantitative Finance: Volatility and Credit Risk Modelling John Wiley & Sons; New Edition (November 2008)
- The Blockchain Developer: A Practical Guide for Designing, Implementing, Publishing, Testing, and Securing Distributed Blockchain-based Projects, By Elad Elrom (2019)
- Machine Learning Algorithms: Handbook. By Aman Kharwal
- Environmental, Social, and Governance (ESG) Investing: A Balanced Analysis of the Theory and Practice of a Sustainable Portfolio. By John Hill.

BULMI315			Financial Institutions and Markets			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Know the different aspects and components of financial Institutions and financial markets.

CLO2: Enable them to take the rational decision in financial environment.

CLO3: To understand working of Commercial Banking & Insurance Companies

CLO4: To understand financial Services Industry and its

COURSE CONTENTS

UNIT I

(13 Contact Hours)

An Introduction to Financial System, its Components – Financial Markets, and Institutions. Financial Intermediation, Structure/Classification of Financial System. Financial System and Economic Development, An Overview of Indian Financial System. Issues in financial reforms and restructuring.

UNIT II

(13 Contact Hours)

Financial Markets: Money Market-Organisation, functions and instruments. Role of Central Bank in Money Market (LAF, MSF, Repo, and Reverse Repo to be Covered Briefly). Indian Money Market – An Overview. Capital Markets – Organisation, functions and instruments. Indian Debt Market: Functions; Components (Corporate Debt Market, PSU Market, and Government Securities Market); Significance, Structure, Participants, and Instruments of Indian Debt Market. Indian Equity Market – Primary Market [Methods of Capital Issue in New Issues Market – Initial Public Offer (IPO), Right Issue, Private Placement, Qualified Institutional Placement (QIP), Indian Depository Receipt (IDR), American Depository Receipt (ADR), and Global Depository Receipt (GDR)] Indian Equity Market – Secondary Market (Functions/Role of Stock Exchanges in India).

UNIT III

(13 Contact Hours)

Commercial Banking: Classification/Types of Banks, Functions/Role of Commercial Banks, Lending by Commercial Banks, Recent Developments. Life and Non-Life Insurance Organizations in India: Insurance Regulatory and Development Authority (IRDA) – Duties, Powers, and Functions; Life Insurance Corporation of India (LIC) – Overview, Objectives, and Role; General Insurance Corporation of India (GIC) – Overview, Objectives, and Functions. Mutual Funds - Introduction and their Role in Capital Market Development. Role of SEBI in Mutual Funds. Types of Mutual Fund Schemes (Open Ended Vs Close Ended; Debt, Equity, Hybrid Schemes, and Sectoral funds).

UNIT IV

(12 Contact Hours)

Overview of Financial Services Industry: Introduction/Concept of Financial Services, and Types of Financial Services. Merchant Banking – Pre and Post Issue Management, Underwriting. Regulatory Framework relating to Merchant Banking in India. Regulatory Framework relating to Merchant Banking in India. Difference in Depository and Non Depository Institutions, Financial inclusion. Non-Banking Financial Companies (NBFCs): Overview and Classification of NBFCs.

UNIT V

(13 Contact Hours)

Leasing: Concepts and Types (Operating Lease Vs Financial Lease Only) of Leasing. Hire Purchase: Concept, Difference between Hire Purchase and Instalments, Difference between Hire Purchase and Leasing. Consumer Finance: Concept and Types of Consumer Finance/Credit. Housing Finance: Concept and National Housing Bank. Venture Capital Finance: Concept, Features, and Types of Venture Capital Finance. Concept of private Equity. Factoring Services, Credit Rating Services.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions, McGraw Hill.
- Mishkin, Frederic S. and Eakins, Stanley (2017) Financial Markets and Institutions, Pearsons.
- Bhole, L.M. and Mahakud, J. (2017) Financial Institutions and Markets, McGraw Hills.
- Khan, M Y. (2019). Financial Services (11th ed.). McGraw Hill Higher Education.

BULMI317			Investment Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To enable develop skills in analyzing various types of securities.

CLO2: To develop necessary skills in students to design and revise a portfolio of securities.

CLO3: To understand Bond Portfolio Management strategies.

CLO4: To understand use of software packages in Portfolio Management

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Investment management, nature and scope, investment avenues, types of financial assets and real assets, Security return and risk – Systematic and unsystematic risk - sources of risk, Measurement of risk and return, sources of investment information, Fixed income – securities – bonds, preference shares – sources of risk, valuation, duration of bonds – theory of interest rates – yield curve, Bond innovations and their valuation.

UNIT II

(13 Contact Hours)

Analysis of variable income securities, fundamental analysis – analysis of economy, industry analysis, company analysis – financial and non – financial, Equity valuation models, Options, futures, forwards, warrants, and their valuations, Technical analysis – Dow's theory, charts – Efficient market hypothesis and its implications, Tax aspects of investment, Securities Trading procedure. A Critical Survey of software packages for security analysis.

UNIT III

(13 Contact Hours)

Meaning of portfolio management, portfolio analysis, why portfolios? Portfolio objectives, portfolio management process, selection of securities. Portfolio theory, Markowitz Model, Sharpe's single index model. Efficient frontier with Lending and borrowing, optimal portfolio capital Asset pricing model, Arbitrage pricing theory two factor and multi factor models.

UNIT IV

(13 Contact Hours)

Bond Portfolio Management strategies, Equity portfolio management strategies, strategies using derivatives, hedging. Portfolio revision – rebalancing plans, portfolio evaluation, Sharpe's index, Treynor's measure and Jensen's measure.

UNIT V

(13 Contact Hours)

Mutual funds, Investors life cycle, Personal investment, Personal Finance, Portfolio Management of funds in banks, insurance companies, pension funds, International investing, International funds management, emerging opportunities. A brief survey of software packages for Portfolio Management.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Bodie, Zvi, Kane, Alex, Marcus, A.J. and Mohanty, P. (2019) Investments. McGraw Hill Education
- Fischer, D.E. and Jordan, R.J. (2002) Security Analysis and Portfolio Management, Pearson Ed.
- Chandra, P. (2017) Investment Analysis and Portfolio Management, McGraw Hill Education

BULMI312			Financial Derivatives			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To enable develop skills in analyzing various types of securities.

CLO2: To develop necessary skills in students to design and revise a portfolio of securities.

CLO3: To understand concept of swaps, and hedging through options.

CLO4: To understand different models related to option pricing.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Overview of Derivatives; Forwards Contracts: Introduction & Pricing of Forwards. Futures: Introduction & Salient Features. Futures trading mechanism (Mark-To-Market), Exposure & Risk, Basics of Futures Hedging. Index Futures: Features, Hedging & Arbitrage.

UNIT II

(13 Contact Hours)

Basics of Interest Rates in context of Futures and Forwards, Interest Rate Risk & Its Measurement; Interest Rate Futures: Features of IRFs, Hedging of Interest Rate Risk. T-Bill & Eurodollar Futures, T-Bond Futures.

UNIT III

(12 Contact Hours)

Basic Theory of Options. Put and Call Options, Factors determining the price of Options. Speculation through Options: Various Strategies: Spreads, Straddles, Strangles. Option Pricing: Binomial Model. Black Scholes Model.

UNIT IV

(13 Contact Hours)

Risk Hedging through Options: The Greeks, Option sensitivities. Embedded Options and Asset Backed Securities, Value at Risk.

UNIT V

(13 Contact Hours)

Financial Swaps: Interest Rate Swaps, Currency Swaps and Credit Default Swaps. Emergence of Weather Derivatives and their applications, Contemporary Financial Derivatives Developments.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Hull, John, C., "Risk Management & Financial Institutions", Wiley Finance.
- Hull, John, C., "Options, Futures & Other Derivatives", Global Edition, Pearson Education.
- Neftci, Salih, N. "Principles of Financial Engineering", Academic Press.
- Cuthbertson, Keith & Nitzsche, Dirk, "Financial Engineering: Derivatives & Risk Management" John Wiley.
- Saunders, Anthony & Cornett, Marcia Millon, "Financial Institutions Management: A Risk Management Approach" McGraw Hill/Irwin.
- Marshall, John, F & Bansal, Vipul, "Financial Engineering" PHI Learning.

BULMI314			Financial Statement Analysis			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand the financial statements for analysis.

CLO2: Apply appropriate measures for executing the financial analysis.

CLO3: Make fundamental analysis through financial statement analysis.

CLO4: Interpret the statements for managerial decision-making.

COURSE CONTENTS

UNIT I

(13 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

(13 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

(13 Contact Hours)

The Analysis of the Income Statement: Reformulation of the Income Statement, Comparative Analysis of the Income Statement, Analysis of Changes in Income, Distress Analysis.

UNIT IV

(12 Contact Hours)

The Analysis of the Cash Flow Statement: GAAP Statement of Cash Flows And Reformulated Cash Flow Statements, Analysis of Cash Flow Statement, Quality of Earnings and Cash Flows. The Analysis of Profitability: Cutting to the Core of Operations, Du Pont Analysis.

UNIT V

(13 Contact Hours)

The Analysis of Growth and Sustainable Earning: Introduction to Growth Analysis, The Analysis of Changes in Profitability and Sustainable Earnings, The Analysis of Growth in Shareholders' Equity, Growth, Sustainable Earnings, and the Evaluation of P/B Ratios and P/E Ratios.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Gupta, 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

BULMI316			Fundamentals of International Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Equip the students with the techniques that can help them in managing the financial issues in international environment.

CLO2: To manage MNCs in more effective manner.

CLO3: To understand policies and procedures of Foreign Exchange Management.

CLO4: To understand Foreign Exchange Exposures and International Investment Management.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Introduction: concept of international trade and business, Theories of International trade, International trade financing in India, Balance of payments (of India). International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

UNIT II

(14 Contact Hours)

Foreign Exchange Management: Forex market –Wholesale and Domestic market, Quotations-direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps. Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models.

UNIT III

(11 Contact Hours)

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods, Transaction Exposure, Managing Accounting Exposure-Managing Transaction and Translation Exposure, designing a Hedging Strategy, Measuring and managing Economic Exposure-Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

UNIT IV

(11 Contact Hours)

International Investment Management: International Portfolio Investment-Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal-IRR and APV methods. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

UNIT V

(12 Contact Hours)

Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds. Managing Political Risk-Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Shapiro, Alan. C, Moles, P. and Seal, J.K. (2016) International Financial Management, Wiley.
- Maurice D. Levi; International Finance- The Markets and Financial Management of Multinational Business- McGraw Hill.
- Madura, J. (2012) International Corporate Finance, Cengage.
- Apte, P.G. (2017) International Finance, McGraw Hill Education

Fourth Year

BUMMD401			Research Methodology			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Enhance their ability to identify problems and choose methods appropriate to research aims and objectives;

CLO2: Develop critical thinking skills in data analysis and report presentation skills

CLO3: Comprehend the concepts behind adhering to scientific ethics and values

CLO4: Enable students to undertake independent social research

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Definition of Research; Types of Research; Research Process- Steps of Research process; Problem identification, literature review

Unit 2 (13 Contact Hours)

Problem Definition; Research Gap Identification; Research Question: Research objectives: Different ways of formulating objectives; Review of Literature: Techniques for reviewing and synthesizing existing research; Formulation of Hypotheses: Understanding hypotheses, variables, and research questions.

Unit 3 (13 Contact Hours)

Research Design; Sampling Techniques; sample size determination; Data Collection Methods: Primary vs. secondary data; Tools for Data Collection; Measurement Scales; Reliability and validity.

Unit 4 (13 Contact Hours)

Quantitative Data Analysis: Introduction to statistical tools (mean, median, mode, standard deviation, correlation, regression analysis, etc.); Qualitative Data Analysis (thematic approach); mixed method approach; Interpretation of Results: How to interpret data, identify patterns, and make inferences.

Unit 5 (13 Contact Hours)

Introduction to Multivariate Data analysis techniques; Research Report Structure; Referencing and Citations: Understanding different citation styles (APA, MLA, Chicago, etc.); Writing Style and Clarity; Presentation Skills using visual aids; Ethical issues involved in research

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Recommended Books:

- Donald R. Cooper & Pamela S. Schindler, Business Research Methods, McGraw Hill Education
- Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams, The Craft of Research, University of Chicago Press.
- Frederick J. Gravetter & Lori-Ann Forzano, Research Methods for the Behavioral Sciences, Wadsworth Publishing Co Inc

BULMD401			Decision Science for Managers			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: to the various issues related to qualitative and quantitative techniques of decision making

CLO2: to develop skills to formulate and apply the techniques of optimization and simulation to solve problems of business world.

CLO3: to formulate decision models to solve real life problem and proficiently allocating scarce resources to optimize the objective function.

CLO4: Will be exposed to the strategies to be played to compete in competitive business world.

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Importance of Decision Sciences & Role of quantitative and qualitative techniques in decision making. Concept, Addition, Conditional Probability theorem based decision making. Linear programming: Linear programming: general structure of LP model, assumptions, formulation of product mix problems. Linear programming solutions: graphical solutions, simplex algorithm application for maximizing and minimizing solutions, and duality in Linear programming, sensitive analysis.

Unit 2 (13 Contact Hours)

Transportation models: statement of problem, minimization algorithm, methods for finding initial solution: north-west corner rule, Vogel's approximation method (VAM), testing for optimality: stepping stone method, modified-distribution method (MODI method), unbalanced supply and demand, degeneracy and its resolutions, alternative optimal solutions, prohibited routes.

Unit 3 (13 Contact Hours)

Assignment models: mathematical statements of problem, minimization using Hungarian algorithm, resolve unbalancing, multiple optimal solution and restriction, Queuing theory: Essential operational features of a queuing system, performance measures of a queuing system, and classification of queuing models, single-server queuing models, Simulation and Optimization and applications. Simulation, Nature of simulation, simulation process, random number generation, applications of process to business related problems,

Unit 4 (13 Contact Hours)

Game theory: introduction, 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, Games: Strategic form of prisoner's dilemma

Unit 5 (13 Contact Hours)

Decision Analysis: Decision-making process, types of decision making environment: under certainty, under risk, under uncertainty, criteria of decision-making under uncertainty: outline methods only, criteria of decision-making under risk; Decision tree; Precision Tree, Add-in Decision making under risk. Decision noise and biasness. Multistage decision problems. Forecasting Models: Overview of Time Series Models, Delphi Method, Expert Judgment Method, Exponential Smoothing Models, Econometric forecasting modeling.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Recommended 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.

BUMMD401			Start-Up and New Venture Planning			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the concept of start-up and skill sets of an entrepreneur.

CLO2: To examine historical and theoretical perspective of start-up and new venture planning

CLO3: To enable recognition and shaping of various opportunities for new venture.

CLO4: To develop a credible business plan for real life situations and to explore the challenges of starting new ventures..

COURSE CONTENTS

Unit 1 (12 Contact Hours)

Introduction- Meaning, Features, Types of Startups, Ideation, Design Thinking, Entrepreneurship Lessons for Startups, 3 Pillars to Initiate startup (Handholding, Funding & Incubation). Startup Financial issues: feasibility Analysis- The cost & Process of Raising capital – Unique Funding issues of a High-tech Ventures funding with equity financing with debt funding strategies with bootstrapping – Crowd funding Venture Capital.

Unit 2 (13 Contact Hours)

Introduction- Meaning & definition of Incubation support, Objectives & Functions of Incubation Centers, Services Types Incentives for Incubators, Role of Incubators in startup Policy, Major Startups Incubators in India, Case studies on Startups.

Unit 3 (13 Contact Hours)

Government Initiatives – Startup India Initiative, Seed Fund, ASPIRE ,SAMRIDDDHI Scheme , Mudra Scheme (Sishu, Kishore & Tarun) , ATAL Innovation Mission MSME Multiplier Grants Scheme, Credit Guarantee fund trust for micro & small business – Software Technology Park, Venture Capital Assistance Scheme – Single Point Registration scheme Self Employment & Talent Utilization (SETU).

Unit 4 (13 Contact Hours)

The importance of team, forming and building team. Examining sample business plans and writing business plan. Understanding the investor's perspective and presenting the business plan. Valuation of business plan and the elevator pitch. Launching and Managing the new venture entrepreneurial challenges as an individual and as an entrepreneur, both. Business Model Canvas-fundamentals and processes. Skills of managing business risk enhancing success.

Unit 5 (13 Contact Hours)

Legal Aspects of Business Legal form of new venture. Legal issues and other formalities related to venture. Emerging trends, Technologies and Practices in new venture creation Technology-enabled trends that will help shape businesses and the economy, Technical intelligence in business- understanding technology threats and opportunities, Technology Business Incubators, emergence and growth of new technology-based companies

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books:

- Harold Koontz and Heinz Weihrich, Essentials of Management: An International and Leadership Perspective, McGraw Hill Education
- Stephen P Robbins and Madhushree Nanda Agrawal, Fundamentals of Management: Essential Concepts and Applications, Pearson Education, 6th Edition.
- James H. Donnelly, Fundamentals of Management, Pearson Education, 7th Edition.
- B.P. Singh and A.K.Sing, Essentials of Management, Excel Books
- P C Tripathi & P N Reddy, Principles of Management, TMH Publications, Koontz Harold, Essentials of Management, Tata McGraw Hill.
- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning.
- Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International.

BULMD403			Recent Practices in Supply Chain			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand digital supply chain principles and risk management strategies

CLO2: Gain awareness of geopolitical shifts and expertise in sustainable procurement practices.

CLO3: Apply emerging technologies for efficient and sustainable supply chain practices.

CLO4: Developing strategies for quick adaptation and resilience in supply chain operations

COURSE CONTENTS

UNIT I (12 Contact Hours)

Digital Supply Chain, Digital supply chain twin, Visibility, Traceability, Location intelligence

UNIT II (13 Contact Hours)

Disruption and risk management, Agility and Resilience, Supply chain cybersecurity, types of supply chain analytics

UNIT III (13 Contact Hours)

Geopolitical and deglobalization of supply chains, Sustainable and Responsible Procurement, Lifetime product costs

UNIT IV (13 Contact Hours)

ESG and Scope 3 emissions, Battery electric commercial vehicles, Green and circular supply chains

UNIT V (13 Contact Hours)

Hyperautomation, Blockchain allows for enhanced material tracking, Edge ecosystems, Generative AI in operations

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Association for Supply Chain Management <https://www.ascm.org/>
- Gartner Supply Chain Innovations <https://www.gartner.com/>
- Next gen Supply Chain <https://www2.deloitte.com>

BULMD402			Economics for Managers			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To think in the terms of a professional economist.

CLO2: To Students will be able to solve stylized quantitative questions in a business and economic context.

CLO3: To 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.

CLO4: To evaluate the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Nature and scope of Managerial economics; Demand and supply; factors determining demand and supply; law of demand and supply; market equilibrium; application of equilibrium price in business and pricing decision.

UNIT II

(13 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

(13 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

(13 Contact Hours)

Marginalist controversy, Average cost theory, and its applications in corporate world. Managerial Approaches Sales maximization theory vs. profit maximization approach. 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.

UNIT V

(13 Contact Hours)

Effectiveness of Monetary and Fiscal policies Business Cycles- types, nature, patterns & causes of business cycles. National income accounting; Measuring the cost of living; unemployment and inflation; Product market and financial market

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Managerial Economics and Business Strategy, Michael Baye, Jeffry T. Prince, McGraw Hill
- Managerial Economics, Ivan Png, Routledge.
- Managerial Economics, Mark Hirschey, Cengage Learning
- Managerial Economics: Stephen G. Assessment, William F. Samuelson; Wiley.

BULMD404			Emerging Technologies in Business			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand the current tech landscape and its impact on business functions.

CLO2: Apply HR technologies for efficient recruitment and employee management.

CLO3: Apply emerging technologies for data-driven marketing and improved customer experiences.

CLO4: Gain practical knowledge in financial and operational technologies for smarter decision-making and streamlined operations.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Historical Evolution of Business Technologies, Identification of Key Technological Drivers, Disruptive Technologies and Their Implications, Ethical, Legal and Compliance Challenges in a Tech-Driven Business Environment, Case Studies on Successful and Unsuccessful Implementations

UNIT II (13 Contact Hours)

Human Resource Information System, Employee Engagement Software, Performance Management Software, HR Analytics, Chatbots and Virtual Assistants, Employee Wellness Platforms, Automation in HR Processes

UNIT III (13 Contact Hours)

Digital Marketing Strategies, Neuromarketing, Artificial Intelligence in Customer Relationship Management (CRM), Data-Driven Marketing and Personalization, Augmented and Virtual Reality in Marketing

UNIT IV (13 Contact Hours)

Fintech Innovations and Digital Banking, Blockchain Technology in Financial Transactions, Robotic Process Automation in Finance, Predictive Analytics in Financial Decision-Making

UNIT V (13 Contact Hours)

Industry 4.0 / 5.0 and Smart Manufacturing, Internet of Things (IoT) in Supply Chain Management, Big Data Analytics for Operational Efficiency, Cybersecurity Measures for Data Protection

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- The Fourth Industrial Revolution by Klaus Schwab, Penguin
- Doing Agile Right: Transformation Without Chaos by Rigby, Elk and Berez, Harvard Business Publishing
- Emerging Information Technology by Kendall, Sage

BULMD406			Management Accounting			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Students shall go through understanding of Managerial / Management Accounting and its application in day-to-day business management.

CLO2: 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.;

CLO3: Students should be able to develop their core-competence through various traditional and contemporary methods of costing.

CLO4: Discuss the ethical constraints that guide a manager in pursuing his/her ultimate goal of maximizing the value of the firm.

COURSE CONTENTS

Unit I

(12 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

(13 Contact Hours)

Cost Management – with respect of Material Cost – Labour Cost and Overheads Management & Cost Ascertainment – Preparation of Cost Sheet & Product / Service Pricing

Techniques for Decision Making – Marginal Costing – BEP & CVP Analysis – Differential Costing – Relevant Costing – Responsibility Accounting – Divisional Performance & Transfer Pricing

Unit III

(13 Contact Hours)

Techniques for Cost Control & Cost Management – Standard Costing – Variance Analysis – Management by Exception through Variance Reporting

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 IV

(13 Contact Hours)

Performance Management Information System – Management Accounting Information Needs & Management Structure – Lean Management Information System – Human Behaviour & Management Accounting System

Unit V

(13 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:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 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
- Cost Accounting – A Managerial Emphasis – Charles T Horngren, Srikant M. Dattar & George Foster – Prentice Hall
- 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

BULMD408			Organization Theory and Design			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Explain the building blocks of organization theory and design, and link them to organizational challenges in the environment.

CLO2: Examine how different organizational designs and structures respond to different characteristics of the external environment.

CLO3: Evaluate the nature of organizational culture and values, and their impact on organization's strategy and structure.

CLO4: Apply critical thinking skills to develop structural recommendations.

COURSE CONTENTS

Unit-I (12 Contact Hours)

The Evolution of Organization Theory and Design; Organic and Mechanistic Designs. Performance and Effectiveness Outcomes. Levels of Analysis in Organizations. Change Management and Strategy- Approaches to Effectiveness Value. Fundamentals of Organization Structure, The key processes of organization design

Unit II (13 Contact Hours)

The External Environment and Inter-organizational Relationships- Environmental Characteristics and Organizational Actions. Adapting to the Environment. Globalization. Designing Organizations for the International Environment- Globalization and Global business activities. Global strategy and MNE. Designing Organizations for the International Environment. Global Integration vs. National Responsiveness Matrix.

Unit- III (13 Contact Hours)

Manufacturing and Service Technologies. Technology for Control, Social Business, and Big Data- Service and Manufacturing. Designing the Service Organization. Using Information Technologies for control and coordination. Big Data and Organization Structure.

Unit IV (13 Contact Hours)

Organizational Culture and Ethical Values. Sustainability and Corporate Social Responsibility- The Internal Environment and Corporate Culture. Types of Corporate Culture. Managing Company Ethics and Social Responsibility. Innovation and Change. Open Innovation. Business Model Innovation-Organization Design for Implementing Management Change. Techniques for Change Implementation. Open Business Model of the organization.

Unit V (13 Contact Hours)

Decision-Making Processes. Knowledge Management in Organization- Organizational Decision Making. Characteristics of Classical, Administrative, and Political Decision-Making Models. Knowledge and Innovation. Knowledge Management systems (KMS). Intellectual capital of a company. Conflict, Power, and Politics. Conclusion- Interdepartmental Conflict in Organizations. Rational versus Political Model. Negotiation Strategies. Political Processes in Organizations.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Organization Theory: Structure, Design and Applications by Stephen P. Robbins, Prentice Hall.
- Organizational theory, Design and Change by Gareth R. Jones, Pearson Hall.
- The Modern Firm: Organizational Design for Performance and Growth by John Roberts, Oxford University Press.
- The Economics of Organizational Design: Theoretical Insights and Empirical evidence by Massimo G. Colombo and Marco Delmastro, Palgrave Macmillan.
- Daft, R. L., & Armstrong, A. (2015). *Organization theory & design*. (3rd Canadian ed.). Toronto, ON: Nelson.

BULMI401			Digital Innovations in Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the concepts of digital innovation marketing

CLO2: To develop strategies for digital innovation marketing

CLO3: To determine digital economy framework

CLO4: To explain various digital marketing business models.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Digital innovation- meaning, concept, Strategies of digital innovation. Digital infrastructure in India

UNIT II

(12 Contact Hours)

Digital innovation marketing, difference between traditional and digital marketing, Digital Transformational Model, REAN Digital Marketing Model, Types of Digital Marketing, and Digital Marketing Business Model

UNIT III

(13 Contact Hours)

Digital Marketing strategy & Roadmap, Digital Marketing Framework ASCOR - Assessment phase, Strategy, Communication, Operation Setup, Digital Marketing Revenue, Traffic Building, Web Business Models

UNIT IV

(13 Contact Hours)

Search Engine Optimization, Implementing an effective Search strategy, Search data Improve Business & Product Strategy, Building Search Process, Working with developers.

UNIT V

(13 Contact Hours)

Using blockchain technology, A framework for diagnosing and Improving Digital Product and Service Innovation, Digital Economy, Gig Economy, Sharing Economy, P2P Economy, Platform Economy, Collaborative Consumption, Access Economy

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- 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

BULMI403			Customer Relationship Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understand how customer relations is related to other business functions and its importance to the success of the business entity.

CLO2: Understand the importance of attitude and customer education as it relates to marketing;

CLO3: To be able to identify, understand, and apply basic marketing concepts to solving marketing challenges.

CLO4: Understand good marketing practices and techniques and how to apply them; and be able to develop a sound customer-oriented marketing plan.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. An Insight into CRM and eCRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Affiliation in Retailing Sector.

UNIT II

(13 Contact Hours)

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

UNIT III

(12 Contact Hours)

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

UNIT IV

(13 Contact Hours)

Analytical CRM - Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering. CRM Links in E-Business: E-Commerce and Customer Relationships on the Internet, Supplier.

UNIT V

(13 Contact Hours)

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement. Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects: Development Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi. 2011
- S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
- Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
- V. Kumar & Werner J., Customer Relationship Management, Wiley India, 2008

BULMI405			Event Planning and Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To enrich the level of knowledge about management of different types of events

CLO2: To help the students understand different aspects and functions of events

CLO3: To provide sufficient opportunities to use knowledge and skill in event business.

CLO4: To enable the students to learn about organizing the event

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Event Business: Types of Events - Size of Events - Five C's of Event Management – Trends of Event Business - Scope of Event Business - Roles and Functions of Event Manager - Attributes of Technical Staff - Preparation of Operation Manual - Developing Record Keeping Systems.

UNIT II

(13 Contact Hours)

Selection of Event Site: Layouts and Designs - Site Map or Plan-Audiovisual - Lighting and Sound - Special Effects and Video - Event Technology, Event Laws & Regulations - Permissions Required for Holding An Event: Police Permissions - Traffic Police, Ambulance, Fire Brigade and Municipal Corporation- Indian Performing Rights Society (IPRS) - Performing License - Entertainment Tax - Permissions for Open Ground Events - License for Serving Liquor - Waste Management & Green Certification.

UNIT III

(13 Contact Hours)

Planning and Scheduling Events: Managing Events - Corporate Events - Trade Shows and Exhibitions - Events in Educational Institutions - Budgeting of MICE - Use of Budget Preparation - Estimating Fixed and Variable Costs - Cash Flow - Sponsorship and Subsidies Ethical Behavioral Practices in MICE industry.

UNIT IV

(13 Contact Hours)

Bidding for Events: Events Theme- Color, Decor, Focal Points, Fabrics, Furnishing, Lighting, Audio visual - Event Logistics: Security, Transport, Parking, Accommodation, Special Needs and Disabled Requirements.

UNIT V

(13 Contact Hours)

Logistics: Procedures - Performance Standards - Event Networks and Supply Chain - Handling Vendors and Service Contractors - Negotiating With Vendors and Service Contractors.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Fenich, G.G. (2014). Production and Logistics in Meeting, Expositions, Events and Conventions. Edinburgh: Pearson.
- Robincon, P., Wale, D., & Dickson, G. (2010). Events Management 'Ed'. London: CABI.
- Editorial Data Group USA (2018). Exhibition & Conference Organizers United States: Market Sales in the United States Kindle Edition.
- Johnson, N. (2014). Event Planning Tips: The Straight Scoop on How to Run a Successful Event (Event Planning, Event Planning Book, Event Planning Business). MCJ Publishing. Kindle Edition.
- Mittal, S. (2017). Event Management: Ultimate Guide to Successful Meetings, Corporate Events, Conferences, Management & Marketing for Successful Events: Become an event planning pro & create a successful event series. Alex Genadinik Publication. Kindle Edition.

BULMI402			Destination Planning and Development			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To facilitate assessment of the tourism potentials of destinations

CLO2: To prepare tourism development plan as well as marketing techniques;

CLO3: To familiarize with the destination branding practices; and

CLO4: To introduce advanced analyses and researches in the field of destination development endeavors.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Destination Development: Destination: Types of Destinations- Characteristics of Destinations; Destinations and Products; Destination Management Systems; Destination Selection Process; Values of Tourism.

UNIT II

(12 Contact Hours)

Destination Planning Process and Analysis: Destination Planning Guidelines: National and Regional Tourism Planning and Development - Assessment of Tourism Potential- Planning for Sustainable Tourism Development; Contingency Planning for Economic, Social, Cultural and Environmental considerations; Demand and Supply Match; Design and Innovations.

UNIT III

(13 Contact Hours)

Destination Image Development: Attributes of Destinations: Person's Determined Image, Destination Determined Image, Measurement of Destination Image – Destination Branding Perspectives and Challenges- Creating Unique Destination Proposition – Place Branding and Destination Image - Destination Image Formation Process; Unstructured Image – Product Development and Packaging - Destination Branding

UNIT IV

(13 Contact Hours)

Destination Promotion and Publicity: Six 'A's Framework for Tourism Destinations - Dynamic Wheel of Tourism Stakeholders - Destination Marketing Mix – Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.

UNIT V

(13 Contact Hours)

Institutional Support: Public Private Partnership (PPP): National Planning Policies for Destination Development- UNWTO Guidelines for Planners - Role of Urban Civic Bodies: Town Planning -Characteristics of Tourism Planning for Alternative Tourism- Rural, Eco, Farm, etc - Environmental Management Systems – Destination Vision- Focus of Tourism Policy: Competitive Sustainable Destination - Destination Mapping (Practical Assignment).

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Butler, R.W. (2006). The Tourism Area Life Cycle: Applications and Modifications. Bristol: Channel View Publications.
- Claire, H.T., & Jones, E.E. (2005). Tourism SMEs, Service Quality and Destination Competitiveness. London: CABI.
- Gunn, C. (2002). Tourism Planning: Basic, Concepts and Cases. New York: Routledge.
- Morgan, N., Pritchard, A., & Pride, R. (2001), Destination Branding: Creating the Unique Proposition. London: Butterworth and Heinemann.
- Ritchie, J. B., & Crouch, G. I. (2003). The Competitive Destination: A Sustainable Tourism Perspective. London: CABI.
- Singh, S., Timothy, D.J. & Dowling, R.S. (2003). Tourism in Destination Communities. London: CABI.

BULMI404			Media Planning and Scheduling			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: To explain the concept of Media Planning, Strategy and Management with reference to current business scenario

CLO2: To identify the basic characteristics of all media to ensure most effective use of advertising budget.

CLO3: To deliver an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys.

CLO4: To explain different media planning and buying metrics with respect to international marketing.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

An overview of Indian Media Scenario: Understanding Media and its Landscape, Difference between Print, Electronic & Digital Media. Media Management: Concepts, Origin, Growth, Characteristics and Models. Defining Media Planning. The shift of Media Planning function from Advertising Agencies to independent Buying Agencies.

UNIT II

(12 Contact Hours)

Sources of Media Information. Defining media objectives: target audience objectives, distribution objectives, media terms, media weight theories. Various Models of Media Planning: Bill Harvey's Expansion Model, Recency Model and Other Models. Applications: Analysis, techniques and implication of a media plan.

UNIT III

(13 Contact Hours)

Setting Media Objectives: Determining Media Objectives, Budget Constraints, Creative Constraints, Reach and Frequency, Choosing the Right Media/Media Options and Evaluation Techniques, Determining Media Values, Qualitative Value of Media, Ad Positions Within Media, Evaluating and Selecting Media Vehicles. Developing Media Strategy: Consideration in Strategy Planning, the Competitive Strategy, Formulating Strategy When Budget is too Small. Seasonal Effect of Media Effectiveness. Scheduling Strategy and Tactics: The Media Flowchart (Schedule), Pulsing, Fighting Continuous Media Plan

UNIT IV

(13 Contact Hours)

Setting and allocating the budget, different methods of setting budget-competitive spending, objective and task, expenditure per rate, factors affecting the size of the budget. Presentation of media plan to a client and evaluation of media plan. Media matrix and measurability and global challenges. Differences between brand matrix and media matrix. Evaluation of Media Plan

UNIT V

(13 Contact Hours)

Media Buying Process: Structure, Roles and Responsibilities z Steps in Buying Process and Objectives of a Media Buyer. New Trends in Media Buying, Problems in Media z Buying, Evaluating Media Buys. Media negotiations and strategies, Media Costs, Media Buying Problems. Considerations in Planning and Buying. Media buying and planning for Digital Media.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Barton, et.al., (1993). Essentials of Media Planning, USA NTC Business Book.
- Dominick, J. R., (2001). The Dynamics of Mass Communication: Media In Digital Age, Mcgraw Hill Companies.
- Chaturvedi, B. K., (2018). Media Management, Global Vision Publishing.
- Menon, A., (2010). Media Planning and Buying Principles and Practice In The Indian Context, Tata & Mcgraw Hill Education Pvt. Ltd.
- Richard, C., (2010). Turning of Place: Sociable Space and Perspective Digital Media, MIT Press.
- Robert, W. H., (1995). Media Math: Basic Technique of Media Evaluation, Illinois NTS Business Books.
- Sissors & Mumba, (1966). Advertising and Media Planning, USA NTC Business Book.
- Staiger, J., & Hake, S., (2009). Convergence Media History, Routledge.
- Surmanek, J., (1997). Introduction to Advertising Media, USA NTC Business Book.
- Surmanek, Jim., (1997). Media Planning, (3rd Edition), USA NTC Business Book.
- Turk, P. B. (1997). Advertising Media Source Book, USA NTC Business Book.

BULMI406			Basics of Services Marketing			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand core concepts and distinctions in services marketing.

CLO2: Understand consumer behavior for tailored marketing approaches.

CLO3: Develop skills for crafting and implementing effective service marketing strategies.

CLO4: Attain proficiency in leveraging digital channels for enhanced service delivery.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Definition and Characteristics of Services, Distinctions between Goods and Services, Importance of Services in the Economy, Crafting a Service-Oriented Marketing Mix, Incorporating the 7Ps Model.

UNIT II (13 Contact Hours)

Factors influencing Consumer Behavior in Services, Decision-making Process in Service Consumption, Customer Expectations and Perceptions

UNIT III (13 Contact Hours)

Understanding Service Quality, Introduction to SERVQUAL Model, Application and Measurement of Service Quality

UNIT IV (13 Contact Hours)

Role of Technology in Services, Service Innovation and Adaptation, Digital Marketing in Services, Integration of Digital Service Channels with Traditional Channels

UNIT V (13 Contact Hours)

Developing and Implementing Comprehensive Service Marketing Strategies, Addressing Challenges and Opportunities in Service Marketing, Case Studies and Real-world Applications in Successful Service Marketing Strategies

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Essentials of Services Marketing by Lovelock, Prentice Hall
- Services Marketing by Zeithaml and Bitner, McGraw-Hill
- Service Marketing by C. Bhattacharya, Excel Books

BULMI407			Counseling Skills for Managers			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Demonstrate purposeful and effective counseling skills

CLO2: Handle employee performance and developmental issues using basic skills of counseling

CLO3: Leverage personal strengths and expertise to create & maintain a managerial relationship

CLO4: Demonstrate the ability to establish an effective helping relationship, including attending to cognition, affect and meaning.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Counseling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills

UNIT II (13 Contact Hours)

Self-Development of Managers as Counsellors, Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship.

UNIT III (13 Contact Hours)

Development of Counselling Skill, Introduction to the Important Schools of Counselling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach to Counselling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

UNIT IV (13 Contact Hours)

Counselling Interventions in Organizations, Empathy, Listening and Responding, Effective Feedback.

UNIT V (13 Contact Hours)

Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Kavita Singh, Counseling Skills go Managers, Phi Publication
- Elizabeth George, Counseling Skills go Managers, Himalaya Publication
- Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning
- Carroll, M.: Workplace counselling, Sage Publication

BULMI409			Diversity Equity and Inclusions			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Examine and analyze a number of DEI issues in contemporary workplaces.

CLO2: Appraise and reflect on the influence of contexts such as national, cultural, on the development of DEI issues

CLO3: Evaluate a number of DEI topics and issues which have emerged in the past ten years in both domestic and international contexts

CLO4: Assess the ethical assumptions and values which inform various frameworks and theories and their impact on DEI policies and practices

COURSE CONTENTS

UNIT I (12 Contact Hours)

Understanding Individual Perspectives of Diversity; Dimensions of Diversity; foundations of diversity, equity, and inclusion.

UNIT II (13 Contact Hours)

Creating and sustaining diverse, equitable, and inclusive workplaces; Managing Diversity: Ethical & Legal Issues

UNIT III (13 Contact Hours)

Managing Organizational Change and Diversity; Reducing Individual Bias; Strategies for Diverse, Equitable, and Inclusive Organizations

UNIT IV (13 Contact Hours)

Leadership and DEI; Performance through DEI

UNIT V (13 Contact Hours)

Internationalization of Business and Diversity issues; Challenges and Opportunities

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Leading Global Diversity, Equity, and Inclusion: A Guide for Systemic Change in Multinational Organizations (2021) by Rohini Anand and Sophie Bellon, Berrett-Koehler Publishers
- Cracking the Code of Diversity and Inclusion: A practical guide to leverage diversity and inclusion for organizational excellence (2023) by Karishma Manchanda, Notion Press

BULMI411			AI Applications in People Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the concepts behind artificial intelligence, rule-based systems, and how data science has changed HR Management

CLO2: To distinguish how best to use AI algorithms to manage engagement, attrition, and internal career paths.

CLO3: To determine how to balance machine-driven decisions and input from supervisors to select the best candidates.

CLO4: To explain how data science and AI have markedly changed the way we approach HR and incorporate emerging technological solutions to structure people management.

COURSE CONTENTS

UNIT I (13 Contact Hours)

The Promise and potential of AI in HR , Concept of AI, Challenges of implementing AI in HR, change in HR after implementing AI

UNIT II (13 Contact Hours)

AI application, manage people through AI learning, use AI algorithms to manage engagement, attrition, and internal career paths.

UNIT III (13 Contact Hours)

Applying AI in hiring, changing trends in hiring, challenges faced in applying AI in hiring.

UNIT IV (13 Contact Hours)

Emerging solutions, manage and avoid data adequacy bias, block chain technology, use blockchain to keep data private and secure and understand the transformative nature of blockchain technology

UNIT V (12 Contact Hours)

HR without AI, machine learning, how machine learning works, role of training data in machine learning.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- The Adoption and Effect of Artificial Intelligence on Human Resources Management 2023 by Pallavi Tyagi, Naveen Chilamkurti, Simon Grima, Kiran Sood, Balamurugan Balusamy
- Artificial Intelligence and International HRM: Challenges, Opportunities and a Research Agenda 2023 by Ashish Malik, Pawan S. Budhwar
- Handbook of Research on Artificial Intelligence in Human Resource Management 2022 by Strohmeier, Stefan

BULMI408			Digital HR			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: This course teaches students how to use the design thinking process to deliver a superb employee experience that advances HR and the business

CLO2: In this course students will learn how to map workflows and design automations in order to improve and optimize your HR processes

CLO3: In this course, students will gain the knowledge and skills you need to support the business through digital change initiatives

CLO4: This course will help students develop the digital mindset, skill set, and behaviors you need to become a digital innovator and drive the organization forward on digital initiatives

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Digital HR and future of work, Digital HR- Meaning, concept, advantages of digital HR, challenges of Digital HR, Impact with digital HR, Building digital experiences, Benchmarking digital maturity.

UNIT II

(13 Contact Hours)

Design thinking and Employee Experience, redefining Employee Experience with design thinking, creating impactful employee experiences, Building an EX strategy and function.

UNIT III

(13 Contact Hours)

Automation in HR, HR Automation - Principles and benefits, The 4D framework for optimizing HR processes, Measuring Automation success.

UNIT IV

(13 Contact Hours)

Digital change management, concept, fundamentals of Digital change management, Driving Digital Adoption, Resistance to Digital change.

UNIT V

(12 Contact Hours)

Hacking Digital HR, Developing Digital Expertise, Developing Digital agility, Strategies for Digital HR

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Digital HR Strategy: Achieving Sustainable Transformation in the Digital Age by Soumyasanto Sen
- Digital HR by Deborah Waddill
- Digital HR by Amelia Manuti

BULMI410			Ethical HRM			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Apply the appropriate HR strategies, functions and people practices (resourcing organisations, Human Resource Development, reward, employee relations / employee voice) to enhance conceptual and practical understanding of the complexities of managing the employment relationship.

CLO2: Evaluate the role and impact of HRM to enable more responsible business and citizens in the world of work and wider society (e.g., employee voice and influence at work, ethical HR best practice, valuing people, equality, fairness, working inclusively, employee well-being).

CLO3: Critically analyse links between HR strategies and HR practices.

CLO4: Apply critical thinking and analytical skills, notably, the ability to filter and assess complex arguments.

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Ethical HRM- Concept, need and significance, and its role in the organization, benefits of incorporating Ethical HR practices, role of HR professionals in implementing Ethical HRM practices in an organization.

UNIT II

(13 Contact Hours)

Principles of Ethical HRM, Ethical theories and their application in HRM, Stakeholder's theory and its relevance to HRM. Unethical HR practices and their consequences.

UNIT III

(13 Contact Hours)

Ethical considerations involved in recruitment, development of ethical selection process, performance management with ethical principles. Constructive feedback and coaching. Ethical issues in performance management.

UNIT IV

(13 Contact Hours)

Corporate Social Responsibility-Blowing the whistle, Role of leadership in promoting ethical HRM, Communication and training for the creation, Strategies for institutionalizing and sustaining HR ethics and its importance, Ethics and diversity & inclusion

UNIT V

(13 Contact Hours)

Building an ethical-'Self-Brand', Role of HR in creating a roadmap for ethical HR management, Creation, Implementation and evaluation of Ethical HRM framework, continuous learning and development in HR ethics

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Suggested Readings:

- Human Resource Management: Ethics and Employment by Asly Pinnington, Rob Macklin and Tom Campbell, Oxford
- Human Resources Management and Ethics: Responsibilities, Actions, Issues, and Experiences (Contemporary Human Resources Management: Issues, Challenges and Opportunities) by Ronald R. Sims and Sheri K. Bias, Information Age Publishing
- Ethics in Human Resource Management, by Marco Köster, GRIN Verlag; 1st edition
- Mainstreaming Diversity, Equity, and Inclusion as Future Workplace Ethics (Advances in Human Resources Management and Organizational Development (AHRMOD) Book Series) by Jainaba M. L. Kah and Lukman Raimi, IGI Global
- Ethics in Human Resource Management by Ekuma Kelechi John and Smith Jonathan, LAP Lambert Academic Publishing

BUMMI402			Positive Psychology for Managers			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To bring an experience marked by predominance of positive emotions and informing them about emerging paradigm of Positive Psychology for managers

CLO2: Build relevant competencies for experiencing and sharing happiness as lived experience and its implications for managers

CLO3: Identify different ways to define and measure happiness, as well as variables that are related/unrelated to happiness and well-being at workplace.

CLO4: Discuss the concept of flow and meaningful work and their impact on employee satisfaction and well-being.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Positive Psychology: Concept, History, Nature, Dimension and scope; Positive Psychology for organisations

UNIT II (13 Contact Hours)

Positive Engagement and Performance; Meaningfulness of Work; Job Crafting and Positive Psychology; Positive Psychology & Individual: Characteristics,

UNIT III (13 Contact Hours)

Mindfulness at Workplaces; Happiness at workplace- Concept & Measurement; Positive communications & Decision Making; Emotions in Decision Making; Positive Leadership & change

UNIT IV (13 Contact Hours)

Positive Relationship at Workplace; Positive Psychological Capital; Wellbeing at workplace

UNIT V (13 Contact Hours)

Positive Workplace; Organisational Transformation, Applications of Positive Psychology at Workplace; Strategies for Positive Psychology at Workplace

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Synder, Positive Psychology: The Scientific and Practical Explorations of Human, Sage Publication
- Baumgardner and Crothers, Positive Psychology, Pearson
- Argyle, M. The psychology of happiness. London: Methuen.
- Baumgardner, S.R. & Crothers, M.K. (2009). Positive Psychology. New Delhi: Pearson Education
- Peterson, C. A Primer in Positive Psychology. New York: Oxford University press
- Peterson, C. Positive Psychology, New York: Oxford University Press

BUMMI401			FinTech and Cryptocurrency				Pre Requisites								
L-T-P			Minor Duration	Major Duration	Internal Assessment	Lab Exam Duration	C0-requisites						Theory Total	Lab Total	Total Assessment
L	T	P					Minor –I	Minor- II	Major Assessment	Assignment	Theory Assessment	Lab Assessment (File, Viva, Practical)			
3	0	2	2 Minors of 3 Hours (1 Hr 30 Minutes each)	3 Hours	10	2 Hours	20	20	50	10	100	100	75	25	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CLO1: Understanding the major areas in FinTech, including Money and Payment, Digital Finance and Alternative Finance

CLO2: Understand major technological trends, including cryptocurrencies, Blockchain, AI and Big Data

CLO3: Understanding FinTech Regulation and how they impact markets

CLO4: Ways to analyse and evaluate what is driving technology innovation in Finance

UNIT I

(12 Contact Hours)

What is FinTech? FinTech Transformation, FinTech Evolution 1.0: Infrastructure, FinTech Evolution 2.0: Banks, FinTech Evolution 3.0 & 3.5: Startups and Emerging Markets; FinTech Typology; Emerging Economics: Opportunities and Challenges

UNIT II

(13 Contact Hours)

Payments, Cryptocurrencies and Blockchain: Individual Payments, Developing Countries and DFS(Digital Financial Services); Regulation of Mobile Money, RTGS Systems; The ABCDs of Alternative Finance, Cryptocurrencies, Legal and Regulatory Implications of Cryptocurrencies, What is Blockchain?

UNIT III

(13 Contact Hours)

Digital Finance and Alternative Finance, A Brief History of Financial Innovation, Digitization of Financial Services, FinTech & Funds; Crowdfunding, P2P and Marketplace Lending; An initial coin offering (ICO)

UNIT IV

(13 Contact Hours)

FinTech Regulation and RegTech: FinTech Regulations, Evolution of RegTech, RegTech Ecosystem: Financial Institutions and Starups; Regulatory Sandboxes; Smart Regulation; Redesigning Better Financial Infrastructure

UNIT V

(13 Contact Hours)

Data & FinTech: History of Data Regulation, Data in Financial Services; European Big-Bang: General Data Protection Regulation (GDPR), Meeting Data Transparency and Reporting Hurdles (MIFID II), Payment Services Directive-2 (PSD 2); Digital Identity, AI & Governance, New Challenges of AI and Machine Learning

Note	Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments
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Reference Books

- Inclusive FinTech: Blockchain, Cryptocurrency and ICO By David Kuo Chuen Lee and Linda Low ; August 2018, World Scientific Publishing Co.
- Fintech and Cryptocurrency; Mohd Naved (Editor), V. Ajantha Devi (Editor), Aditya Kumar Gupta (Editor), Wiley Publishing, 2023
- Handbook of Blockchain, Digital Finance, and Inclusion, Volume 1: Cryptocurrency, FinTech, InsurTech, and Regulation; David Lee Kuo Chuen & Robert Deng, Elsevier Publishing, 2017

BULMI413			Project Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understanding strategic implications in choosing projects

CLO2: Develop ability to identify investment opportunities and feasibility analysis

CLO3: Forecast cash flows of the project and calculate an appropriate cost of capital keeping in mind the risk nature of the project

CLO4: Evaluate the investment decision using appropriate evaluation techniques

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to Project: Definition, features, types, Infrastructure creation: Features, Significance, Bottlenecks, Resource Allocation Framework, Value chain analysis of the project; Appraisal: Marketing, Technical, Political, Financial, Social

UNIT II

(13 Contact Hours)

Project Costing & Appraisal: Breakdown structure of the project, Factors affecting the cost of the project, Life cycle costing and Activity Based Costing, Costing with alternative configuration/specifications

Cost of Capital: Types & Measure of risk, Sensitivity & Scenario Analysis, Special decision situations, Calculation of cost of Capital: CAPM, Inflation, Weighted cost of capital: Book Value & Market Proportions

UNIT III

(13 Contact Hours)

Financial Analysis: Estimation of cost of project & Means of financing, Estimates of sales and production, Working capital requirement and financing, Projected cash flows of project, Basic principles of measurement of cash flows Appraisal Criteria, NPV, BCR, PI, Payback and Discounted Payback, IRR & MIRR

UNIT IV

(13 Contact Hours)

Social Cost Benefit Analysis: Rationale, UNIDO, Little and Mirlees Approach, Case Studies in the Indian scenario Arrangement of Funds, Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions), Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.), Public Private Partnerships: Forms, Guidelines, Problems, Issues

UNIT V

(13 Contact Hours)

Project Implementation: Project contracts: Principles, Practical and Legal aspects, Tendering Process, Escrow, Other aspects: Insurance, Human Resource, Network analysis: CPM, PERT

Project Review and Control: Time and Cost control, Performance review, Project control system and MIS, Project Audit, Termination and Abandonment Analysis, Government Projects: Auditing and Control

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Chandra Prasanna: Projects Planning, Analysis, Financing, Implementation, and Review: 5th Edition, Tata McGraw Hill, 2021
- Desai, Vasant, Project Management, Himalaya Publishing House, 2020
- Esty, Benjamin C., Modern Project Finance: A Casebook, Wiley, 2020
- Gopalkrishnan P. & V E Ramamoorthy, Textbook of Project Management, Macmillan, 2015
- Harvey, Maylor, Project Management, Pitman Publishing, 2012

BULMI415			Sustainable Finance			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand principles of sustainable finance for addressing climate change

CLO2: Analyze economic implications of transitioning to a low-carbon future, including stranded asset risks.

CLO3: Evaluate strategies for financing green assets in various market contexts.

CLO4: Apply risk assessment techniques and understand the role of financial instruments like green bonds, stock exchanges, banking, and insurance in sustainable finance.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

Fundamentals of Sustainable Finance: Introduction to sustainable finance, The ESG factor, Pillars of Sustainable Finance, Key Challenges and Risk Management.

UNIT II

(13 Contact Hours)

Financing Green Assets: Green assets, Opportunities and challenges in financing green assets, The role of markets, regulations, and technology in financing green assets.

UNIT III

(12 Contact Hours)

Carbon Pricing and Markets: Pricing carbon, using carbon finance, and carbon markets, Emerging emissions trading schemes across the world.

UNIT IV

(13 Contact Hours)

Risk Assessment and Mitigation: Risk assessment due to climate change – sub-regionally and sectorally, Climate risk disclosure for mitigation and adaptation, Risk mitigation in financing green projects and companies, including examples of how risks were mitigated.

UNIT V

(13 Contact Hours)

Specialized Topics in Sustainable Finance: Green bonds – an introduction and updates on the latest developments, The involvement of stock exchanges – how stock exchanges can grow green finance and the development of “green finance hubs”, Banking and sustainable asset management, Insurance and climate vulnerability – climate risk mitigation through the insurance sector, International developments in UNFCCC negotiations on climate finance.

NOTE:	Internal Assessment shall be awarded on students’ work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Essential Concepts of Sustainable Finance (A-Z Guides for Environment and Sustainability) 1st Edition by Elisa Aracil (Editor), Ibrahim Sancak (Editor)
- Sustainable Finance: Using the Power of Money to Change the World by Molly Scott Cato (Author)
- Principles of Sustainable Finance, Dirk Schoenmaker, Willem Schramade
- Sustainable Finance Fundamentals -Carlos Vargas
- Preparing Financial Sectors for a Green Future: Managing Risks and Securing Sustainable Finance. Authors: Bozena Radzewicz-Bak, Jérôme Vacher, Gareth Anderson, Filippo Gori, Mahmoud Harb, Ms. Yevgeniya Korniyenko, Ms. Jiayi Ma, Moheb T Malak, Ms. Dorothy Nampewo, and Sahra Sakha

BULMI412			Financial Markets Regulations			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To understand the economic foundations of financial markets regulations and the overarching goals of financial regulations.

CLO2: To identify the essential components of financial regulations.

CLO3: To identify Securities markets regulations in primary and secondary markets.

CLO4: To develop an understanding of financial stability and macroprudential policy.

COURSE CONTENTS

UNIT I

(13 Contact Hours)

The Anatomy of the Financial Market and the rationales for its regulation: The financial market, Which market participants or activities are regulated? Different types of risk: Counterparty risk, operational risk, political risk and systemic risk, etc, the principal/agent problem. Introduction to the 2008-2010 Financial Crisis. Market integrity as the main approach to ensure efficiency. Regulatory rationales, including Market efficiency and growth; Systemic stability; Consumer Protection; ESG (environmental, social and governance-related goal)

UNIT II

(13 Contact Hours)

Banking, financial stability, and the Basel accords. The role and importance of banks. Soundness, safety and resilience of banks. The role of regulatory capital. From Basel I to Basel II, Basel III to Basel IV: Post-crisis developments. From capital standards to leverage and liquidity standards. Developments to watch.

UNIT III

(13 Contact Hours)

Banking safety nets and shadow banking. The notion of systemic risk and systemic importance. Deposit insurance. Bank insolvency, bail out or bank resolution. The bank resolution toolbox (bail-in, good bank / bad bank). Central bank financing and emergency liquidity. Shadow banking growth, risks and the new prudential standards.

UNIT IV

(13 Contact Hours)

Securities regulation. Regulation as enabler of efficient markets. Infrastructure regulation. Intermediary regulation. Product regulation, How to protect consumers? The 2008 financial crisis and consequences for market regulators. Financial Inclusion and Financial Stability: Current Policy Issues.

UNIT V

(12 Contact Hours)

Technology, payment regulation and digital finance. Indian success story of digital financial payments. Regulatory aspects of digital finance. Regulating in a complex world: Convergence of markets, convergence of regulation? Global shocks and regulatory de-globalization.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Armour, Awrey, Davies et al: Principles of Financial Regulation. Oxford University Press 2016 (selected chapters TBA)
- Frederic S. Mishkin: The Economics of Money, Banking and Financial Markets. Last edition. Pearson (Chapters 2 and 12)
- Randall Dodd: The economic rationale for Financial Market Regulation. December 2002. Financial Policy Forum, Derivatives Study Center
- Dirk Heremans, Alessio Paces: Regulation of Banking and Financial Markets. April 2011, Rotterdam Institute of Law and Economics
- Rym Ayadi: On Basel Regulation and banks Incentives, 2012. New Paradigms in Banking, Financial Markets and Regulation? SUERF - The European Money and Finance Forum
- World Scientific (November 2011): Macroprudential Regulatory Policies: The New Road to Financial Stability? (World Scientific Studies in International Economics Book 17)

BULMI414			Fundamental of Capital Markets			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: To expose the students to the world of capital markets.

CLO2: To enable the students to learn the working mechanism of Stock exchanges

CLO3: To make the students understand the regulatory framework of Indian capital markets.

CLO4: To enable the students to learn about the primary market

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction

Financial markets - Definition - Role -Functions-Constituents - Financial Instruments - Indian Financial Market - Global Financial Market - Capital Market - Evolution and growth- Constituents - Capital Market Instruments - Types - Preference shares - Equity Shares -Non - voting equity shares - Company fixed deposits - Warrants - Debentures and Bonds- Global Debt Instruments.

UNIT II

(13 Contact Hours)

Regulation of Indian Capital Market

Regulatory Framework - Committees on Regulatory Framework - SEBI - Objectives - Management - Powers and functions - Regulatory role - Investor Protection - Insider Trading- Rationale - Insiders - Insider information - Connected persons.

UNIT III

(13 Contact Hours)

Stock Exchange

History- Meaning - Functions - Stock Exchange Vs Commodity Exchange - Stock Exchange Traders - Regulation of Stock Exchanges - Steps in Stock Trading - BSE and NSE - World Stock Exchanges - New York, London, Hongkong and Tokyo Stock Exchanges.

UNIT IV

(13 Contact Hours)

Primary Market

Meaning - NIM Vs Secondary Market - Methods of New Issue - Intermediaries in the New issues market - SE BI Guidelines on Primary Market - Listing - Agreement - Benefits - Consequences of Non-listing - Underwriting - Definition - Types - Mechanics - Benefits - Book Building - Concept - Characteristics - Process - IPO including e-IPO - Reverse book - building.

UNIT V

(13 Contact Hours)

OTCEI

Concept - Features - Benefits - OTCE I Vs Other Stock Exchanges - Depository Services- Banks Vs Depository - Demat Account - Electronic Settlement of Trade - Role of CDSL and NSDL - Speculation - Online Stock Trading - Debt Market - Types - Role - Price Determination.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Gurusamy, Capital Markets, Vijay Nicole Imprints, 2014, Chennai.
- Frank J. Fabozzi, Franco Modigliani, Capital Markets Institutions and Instruments Prentice Hall. 2000. New Delhi.
- Mwnd Choudhry, Capital Market Instruments;- Analysis and Valuation, FT Press, 2002
- Mahesh Kulkarni & Dr Suhas Kulkarni. Capital Markets and Financial Services, Nirali Publications, 2001, Mumbai.
- Rajesh Chakraborty, Sankar D.E, Capital Markets in India, Sage Publications, 2011, New Delhi

BULMI416			Financial Security Analysis			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Understand the basic concepts of Investment and calculate value of shares

CLO2: Analyse risk and return of securities

CLO3: Carry out Fundamental analysis of securities

CLO4: Conduct technical analysis of securities

COURSE CONTENTS

UNIT I

(12 Contact Hours)

Introduction to investment and valuation of securities

Concepts of investment- Financial and non-financial forms of investment – Objectives of financial investment, investment methods – Security and non-security forms of investment – Sources of investment information- Investment Instruments. Valuation of securities – bond and fixed income instruments valuation –bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalization & CAPM).

UNIT II

(13 Contact Hours)

Risk And Return Analysis

Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Capital allocation between risky & risk free assets-Utility analysis.

UNIT III

(13 Contact Hours)

Economic And Industry Analysis

Economic analysis: factors in Domestic and International economy, - Economic Forecasting and stock-investment decisions – Types of economic forecast- forecasting techniques – Anticipatory surveys – Barometric or Indicator Approach – Money supply approach – Econometric model building – Opportunistic model building. Industry Analysis: Industry classification schemes – Classification by product and according to business cycle – key characteristics in industry analysis – Industry life cycle – Sources of information for industry analysis.

UNIT IV

(13 Contact Hours)

Company Analysis

Sources of information for company analysis (Internal, External) – factors in company analysis – operating analysis- Management analysis- Financial analysis – Earnings quality.

UNIT V

(13 Contact Hours)

Technical Analysis

Theory and Assumptions of Technical analysis. Market indicators – The Dow Theory – Market Indices – Mutual fund activity – Confidence level – Price indicators – support and resistance levels – New high-low – The most active list – Moving averages of Stock prices – volume indicators – Principles of Arms Index – Short Selling – Odd lot trading. Indicators: (Oscillators) – Relative Strength Index (RSI) – Rate of Change (ROC) – Trend Deviation (Price Oscillator) – Moving Average Convergence Divergence (MACD) – Stochastic Indicators – The Know Sure Thing (KST) – Parabolic Indicator. CHARTING: Types of price Charts – Price patterns – Gap analysis – Trend lines and their significance.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning.
- Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI.
- Investment science – David G.Luenberger. Oxford.
- Alexander, Sharpe, Bailey – Fundamentals of Investment – Pearson / PHI, 3/e, 2008
- Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2009
- Portfolio Management –S. Kevin – Prentice Hall India.
- Reilley & Brown – Investment Analysis & Portfolio Mgmt. – Thomson Learning.
- Ranganathan & Madhumathi – Investment Analysis & Portfolio Mgmt. – Pearson, PHI.
- V A Avadhani – Securities Analysis & Portfolio Mgmt. – HPH
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