श्री माता वैष्णो देवी विश्वविद्यालय
SHRI MATA VAISHNO DEVI UNIVERSITY
School of Business, Faculty of Management
Sub Post office-182320, Jammu & Kashmir
(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/25/91 Date: 29.07.2025

Minutes of 21st 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 28-07-2025 (Monday) at 10:30 AM onwards in the Conference Room of School of Business. The following members of BoS were present in the meeting.

1. Dr. Ashutosh Vashishtha, Professor –SoB, Dean – FoM - Member
2. Dr. Jyoti Sharma, Professor, SoB & Head - SoB - Chairperson
3. Dr. Supran Kumar Sharma, Professor – SoB - Member
4. Dr. Rashi Taggar, Assistant Professor – SoB - Member
5. Dr. Syeda Shazia Bukhari, Assistant Professor - SoB - Member
6. Dr. Deepak Jain, Assistant Professor - SoB - Member Secretary

All the Three External Experts i.e. Prof. Kriti Bardhan Gupta (Center of Food and Agribusiness Management, IIM Lucknow), Prof. Parveez Ahmed Mir (Islamic University of Science and Technology, Kashmir), and Mr. Arun Gupta (General Manager, Siemens) joined the meeting in the online mode through google meet link https://google.com/nqr-smrw-iqw

Dr. Arti Maini (Assistant Professor – SoB) and Dr. Sarabjot Singh (Assistant Professor – SoB) could not attend the meeting due to their engagement in Under Graduate Admission Process-2025.

Dr. Sushil Kumar Mehta (Associate Professor, SoB) was on Leave.

Dr. Hari Govind Mishra (Associate Professor, SoB) and Dr. Sanjay Kumar Mishra (Assistant Professor, SoB) did not attend the meeting.

Chairperson, Prof. Jyoti Sharma welcomed the members and external experts 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, BoS-SoB presented the agenda of Meeting and invited suggestions / recommendations over the following agenda items. The meeting was convened in order to discuss the following:

Dr Deepak Kumar Jain

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

In consideration of the corporate requirements, the house identified that some of the courses offered in Semester 8 (4th Year) of UG must be studied by both the categories of students i.e. those who are going to get Honors Degree in Business Administration as well as those students, who are going to get Honors with Research Degree in FYUP (Business Administration). Accordingly, some of the courses were re-arranged in the interest of the students. The changes are as follows:

The Course "Start-Up and New Venture Planning" is reallocated to Semester-8 (4th Year) for all FYUP Students (i.e. Bachelor of Business Administration (Honors) & Bachelor of Business Administration (i.e Honors with Research); whereas, the Course "Decision Science for Managers", "Recent Practices in Supply Chain" were reallocated to Semester-8 (4th Year) for the students opting for Bachelor of Business Administration (Honors) degree.

The Course "Economics for Managers" and "Management Accounting" were shifted to Semester-7 (4th Year) for all FYUP Students (Bachelor of Business Administration (Honors) & Bachelor of Business Administration (Honors with Research).

The Course title "Emerging Technologies in Business" in Semester 8 is replaced by "Contemporary Environment for Business" and shall be offered in Semester 7.

The Course "Foundation Course in Research Methodology" will now be offered as "Research Methodology" under Semester 7 itself.

Existing Structure			
Bachelor of Business Administration (Honors)			
Semester & Nature of Course	**Name of Course**	**Credit (L-T-P)**	**Course Code**
Semester-VII / 7			
Major or Discipline Specific Core (DSC17)	Foundation Course in Research Methodology (at University Level)	4 Credits (4-0-0)	
Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUL4551
Major or Discipline Specific Core (DSC20)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Minor or Discipline Specific Elective (DSE6)*	To be Chosen from List	4 Credits	

New Structure			
Bachelor of Business Administration (Honors) /			
Semester & Nature of Course	**Name of Course**	**Credit (L-T-P)**	**Course Code**
Semester-VII / 7			
Major or Discipline Specific Core (DSC17)	Research Methodology	4 Credits (4-0-0)	BUL4601
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC19)	Contemporary Environment for Business	4 Credits (3-1-0)	BUL4521
Major or Discipline Specific Core (DSC20)	Management Accounting	4 Credits (3-1-0)	BUL4481
Minor or Discipline Specific Elective (DSE6)*	To be Chosen from List	4 Credits	
*The choice of courses under DSE6 remain unchanged.			

Dr Deepak Kumar Jain

Existing Structure

Bachelor of Business Administration (Honors)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII / 8			
Major or Discipline Specific Core (DSC17)	Emerging Technologies in Business	4 Credits (3-1-0)	BUL4521
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC19)	Management Accounting	4 Credits (3-1-0)	BUL4481
Major or Discipline Specific Core (DSC20)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Minor or Discipline Specific Elective (DSE7)	To be Chosen from List	4 Credits	

New Structure

Bachelor of Business Administration (Honors)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII / 8			
Major or Discipline Specific Core (DSC17)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Major or Discipline Specific Core (DSC20)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Minor or Discipline Specific Elective (DSE7)	To be Chosen from List	4 Credits	

Existing Structure

Bachelor of Business Administration (Honors with Research)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII 8			
Major or Discipline Specific Core (DSC21)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC22)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441

New Structure

Bachelor of Business Administration (Honors with Research)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII 8			
Major or Discipline Specific Core (DSC21)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Minor or Discipline Specific Elective (DSE8) / Courses from Allied Schools	To be Chosen from List	4 Credits	
Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441

Agenda Item 2: Alignment of Course Structure of FYUP (Business Administration) for 4th Year with 1st year of MBA- 2025 Course Structure as per NEP-2020.

The discussions were made regarding the alignment of course structure of FYUP (Business Administration) for 4th year with 1st year of MBA-2025. The house deliberated on different issues arising with respect to aligning the course structure of FYUP (Business Administration) for Batch-2022 and MBA 2025 as per NEP. Course structures of different Universities offering

both FYUP Business Administration and 2-Year MBA program were reviewed and discussed. The deliberations were made and the house unanimously agreed that course structure of 4th year of FYUP Business Administration and 1st Year of MBA is very complex and should not be aligned for the benefit of the students..

Agenda 3: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Based on the feedback received from the Alumni of SoB , industry experts and discussion with members of BoS held on 20th February 2025, the house discussed the possibility of offering Specialization of 'Business Analytics' in 3rd Semester of Two-year MBA program from 2024 batch and onwards. It was agreed that the course titles and contents of Business Analytics specialization as approved in BoS meeting held vide no. SMVDU/SoB/19/1710 dated 7th June, 2019 will be offered to MBA Batch 2024 and onwards. It will be offered as one of the specializations along with other specializations including Human Resource Management, Marketing Management and Finance. The minimum number of students required to start the specialization of Business Analytics will be as per Section 2 Clause 1.J of Academic rules and regulations applicable from academic session 2024-25 onwards.

However, two new courses titled as "Big Data Analytics" and "Enterprise Analytics" were added as per the existing course structure of other specialization under 'Choice Based Credit System". The course contents of the 2 new courses were also presented and found suitable to offer under 'Business Analytics' specialization.

The course structure of MBA-2025 was also reviewed to categorize the courses offered as per the nomenclature given by the university to classify Post Graduate Courses as per NEP 2020. Therefore, the courses offered under MBA program were categorized as 'Department Core Course (DCC)', 'Ability Enhancement Courses (AEC)', 'Value Addition Course (VAC)', 'Skill Enhancement Course (SEC)', and Department Elective Course (DEC)' respectively.

External Experts raised their concern related to the course title "Research Methodology with SPSS and Excel', 'Marketing Decision Making' and 'Supply Chain Management' in Semester 2 of MBA 2025 Batch. After deliberations on the course contents of these courses, the said courses were renamed to 'Research Methods and Applications", 'Integrated Marketing Practices' and 'Supply Chain Operations' respectively.

Dr Deepak Kumar Jain

Agenda 4: Review the Program Specific Outcomes (PSO) of Four-Year Undergraduate Program (FYUGP) & MBA and PEO of School of Business.

The PEO of School of Business, Program Specific Outcomes (PSO) of Four-Year Undergraduate Program (FYUGP) & Program Specific Outcomes (PSO) of MBA were presented for discussion. The same were endorsed unanimously by the board members.

Agenda 5: Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program of Batch 2024 and onwards.

Based on the feedback received from the Alumni of Integrated 2020 Batch of SoB and discussion with the members of BoS held on 20th February 2025, the house discussed the possibility of offering Specialization of 'Business Analytics' in 3rd Year and 4th Year of FYUP 2024 Batch and onwards. It was agreed that the 'Business Analytics' specialization will be offered to FYUP 2024 Batch and onwards. It will be offered as one of the specializations along with other specializations including HR, Marketing and Finance. The minimum number of students required to start the specialization of Business Analytics will be as per Section 2 Clause 1.J of Academic rules and regulations applicable from academic session 2024-25 onwards.

12 new course titles and contents were presented for deliberation for possible inclusion within the course structure of FYUP 2024 and onwards. All the titles were found suitable for induction under 'Business Analytics' specialization on FYUP 2024 Batch and onwards. The courses are:

3rd Year of FYUP 2024 Batch

Semester V	Credit (L-T-P)	Course Code
Fundamentals of Econometrics	4 Credits (3-1-0)	BULMI319
Data Mining and Warehousing	4 Credits (3-1-0)	BULMI321
Time Series Data Analysis	4 Credits (3-1-0)	BULMI323

Semester VI	Credit (L-T-P)	Course Code
Analytics for Business Strategies	4 Credits (3-1-0)	BULMI312
Recent Trends in Business Innovations	4 Credits (3-1-0)	BULMI314
Predictive Analytics	4 Credits (3-1-0)	BULMI316

4th Year of FYUP 2024 Batch

Semester VII	Credit (L-T-P)	Course Code
Social Media Analytics	4 Credits (3-1-0)	BULMI417
Applied Multivariate Analysis	4 Credits (3-1-0)	BULMI419
Database Management System	4 Credits (3-1-0)	BULMI421

Semester VIII	4 Credits (3-1-0)	Course Code
Supply Chain Analytics	4 Credits (3-1-0)	BULMI418
Econometrics for Business Analytics	4 Credits (3-1-0)	BULMI420
Business Analytics and Valuation	4 Credits (3-1-0)	BULMI422

Dr Deepak Kumar Jha

Agenda 6: Any Other Issues with Permission of Chair

Dr. Hari Govind Mishra suggested a course title "Basics for Neuro Management" for possible inclusion in Semester 5 of 3rd Year for FYUP 2025 Batch in place of "International Business Management". Deliberations could not be made as the concern faculty was not present. Moreover, the contents of proposed course were also not shared by the concerned faculty members for review. Therefore, the issue was deferred for next meeting of Board of Studies of School of Business.

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

The meeting ends with vote of thanks to the chair.

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.

Encl.:

1. Course Structure of MBA 2025 Batch
2. Course Structure of MBA 2024 Batch
3. Course Structure of 4YUGP of 2024 Batch
4. Course Structure of Integrated MBA 2023 Batch
5. Course Structure of 4YUGP of 2022 Batch
6. Program Education Outcomes of School of Business
7. Program Specific Outcomes for MBA Program
8. Program Specific Outcomes for FYUP Program

SHRI MATA VAISHNO DEVI UNIVERSITY

School of Business

Faculty of Management

Sub Post office-182320, Jammu & Kashmir

(Recognized under Section 12 (B) & 2 (f) of UGC Act. 1956)

No/SMVDU/SoB/25/392 Date 17/07/25

AGENDA FOR 21st BOARD OF STUDIES

A 21st Meeting of Board of Studies (BoS) of School of Business, Faculty of Management, SMVD University (Katra, J&K) is scheduled to be held on **29-07-2025 (Tuesday)** at 10:30 AM., onwards to discuss and adopt the following Agenda:

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 2: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Agenda 3: Review the Program Specific Outcomes of Four Year Undergraduate Program (FYUGP).

Agenda 4: Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program from Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 5: As Any other issue with the permission of the Chair

17/7/2025

Member Secretary, BOS

Copy to

- [illegible]
- Head, School of Business
- Dean, Academic Affairs.
- Registrar, SMVDU for information.
- Faculty Members of SoB.
- Office File.

श्री माता वैष्णो देवी विश्वविद्यालय

SHRI MATA VAISHNO DEVI UNIVERSITY

School of Business, Faculty of Management

Sub Post office 182320 Jammu & Kashmir

(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/25/393 Date: 30.07.2025

Minutes of 21st Meeting of Board of Studies of School of Business

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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. Rashi Taggar, Assistant Professor – SoB - Member
5. Dr. Syeda Shazia Bukhari, Assistant Professor - SoB - Member
6. Dr. Deepak Jain, Assistant Professor - SoB - Member Secretary

All the Three External Experts i.e. Prof. Kriti Bardhan Gupta (Center of Food and Agribusiness Management, IIM Lucknow), Prof. Parveez Ahmed Mir (Islamic University of Science and Technology, Kashmir), and Mr. Arun Gupta (General Manager, Siemens) joined the meeting in the online mode through google meet link https://google.com/nqr-smrw-iqw

Dr. Arti Maini (Assistant Professor – SoB) and Dr. Sarabjot Singh (Assistant Professor – SoB) could not attend the meeting due to their engagement in Under Graduate Admission Process-2025.

Dr. Sushil Kumar Mehta (Associate Professor, SoB) was on Leave

Dr. Hari Govind Mishra (Associate Professor, SoB) and Dr. Sanjay Kumar Mishra (Assistant Professor, SoB) did not attend the meeting.

Chairperson, Prof. Jyoti Sharma welcomed the members and external experts 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, BoS-SoB presented the agenda of Meeting and invited suggestions / recommendations over the following agenda items. The meeting was convened in order to discuss the following:

Dr. Deepak Kumar Jain

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

In consideration of the corporate requirements, the house identified that some of the courses offered in Semester 8 (4th Year) of UG must be studied by both the categories of students i.e those who are going to get Honors Degree in Business Administration as well as those students who are going to get Honors with Research Degree in FYUP (Business Administration). Accordingly, some of the courses were re-arranged in the interest of the students. The changes are as follows:

The Course "Start-Up and New Venture Planning" is reallocated to Semester-8 (4th Year) for all FYUP Students (i.e. Bachelor of Business Administration (Honors) & Bachelor of Business Administration (i.e.Honors with Research); whereas, the Course "Decision Science for Managers", "Recent Practices in Supply Chain" were reallocated to Semester-8 (4th Year) for the students opting for Bachelor of Business Administration (Honors) degree.

The Course "Economics for Managers" and "Management Accounting" were shifted to Semester-7 (4th Year) for all FYUP Students (Bachelor of Business Administration (Honors) & Bachelor of Business Administration (Honors with Research).

The Course title "Emerging Technologies in Business" in Semester 8 is replaced by "Contemporary Environment for Business" and shall be offered in Semester 7.

The Course "Foundation Course in Research Methodology" will now be offered as "Research Methodology" under Semester 7 itself.

Existing Structure

Bachelor of Business Administration (Honors)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VII / 7			
Major or Discipline Specific Core (DSC17)	Foundation Course in Research Methodology (at University Level)	4 Credits (4-0-0)	
Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUL4551
Major or Discipline Specific Core (DSC20)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Minor or Discipline Specific Elective (DSE6)*	To be Chosen from List	4 Credits	

New Structure

Bachelor of Business Administration (Honors) /

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VII / 7			
Major or Discipline Specific Core (DSC17)	Research Methodology	4 Credits (4-0-0)	BUL4601
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC19)	Contemporary Environment for Business	4 Credits (3-1-0)	BUL4521
Major or Discipline Specific Core (DSC20)	Management Accounting	4 Credits (3-1-0)	BUL4481
Minor or Discipline Specific Elective (DSE6)*	To be Chosen from List	4 Credits	

*The choice of courses under DSE6 remain unchanged.

Dr Deepak Kumar Jain.

Existing Structure Bachelor of Business Administration (Honors)				New Structure Bachelor of Business Administration (Honors)			
Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code	Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII / 8				Semester-VIII / 8			
Major or Discipline Specific Core (DSC17)	Emerging Technologies in Business	4 Credits (3-1-0)	BUL4521	Major or Discipline Specific Core (DSC17)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581	Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Management Accounting	4 Credits (3-1-0)	BUL4481	Major or Discipline Specific Core (DSC19)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Major or Discipline Specific Core (DSC20)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541	Major or Discipline Specific Core (DSC20)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Minor or Discipline Specific Elective (DSE7)	To be Chosen from List	4 Credits		Minor or Discipline Specific Elective (DSE7)	To be Chosen from List	4 Credits	

Existing Structure Bachelor of Business Administration (Honors with Research)				New Structure Bachelor of Business Administration (Honors with Research)			
Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code	Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII 8				Semester-VIII 8			
Major or Discipline Specific Core (DSC21)	Economics for Managers	4 Credits (3-1-0)	BUL4581	Major or Discipline Specific Core (DSC21)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Major or Discipline Specific Core (DSC22)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541	Minor or Discipline Specific Elective (DSE8) / Courses from Allied Schools	To be Chosen from List	4 Credits	
Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441	Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441

Agenda Item 2: Alignment of Course Structure of FYUP (Business Administration) for 4th Year with 1st year of MBA- 2025 Course Structure as per NEP-2020.

The discussions were made regarding the alignment of course structure of FYUP (Business Administration) for 4th year with 1st year of MBA-2025. The house deliberated on different issues arising with respect to aligning the course structure of FYUP (Business Administration) for Batch-2022 and MBA 2025 as per NEP. Course structures of different Universities offering

Dr Deepak Kumar Jain

both FYUP Business Administration and 2-Year MBA program were reviewed and discussed. The deliberations were made and the house unanimously agreed that course structure of 4th year of FYUP Business Administration and 1st Year of MBA is very complex and should not be aligned for the benefit of the students..

Agenda 3: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Based on the feedback received from the Alumni of SoB , industry experts and discussion with members of BoS held on 20th February 2025, the house discussed the possibility of offering Specialization of 'Business Analytics' in 3rd Semester of Two-year MBA program from 2024 batch and onwards. It was agreed that the course titles and contents of Business Analytics specialization as approved in BoS meeting held vide no. SMVDU/SoB/19/1710 dated 7th June, 2019 will be offered to MBA Batch 2024 and onwards. It will be offered as one of the specializations along with other specializations including Human Resource Management, Marketing Management and Finance. The minimum number of students required to start the specialization of Business Analytics will be as per Section 2 Clause 1.J of Academic rules and regulations applicable from academic session 2024-25 onwards.

However, two new courses titled as "Big Data Analytics" and "Enterprise Analytics" were added as per the existing course structure of other specialization under 'Choice Based Credit System". The course contents of the 2 new courses were also presented and found suitable to offer under 'Business Analytics' specialization.

The course structure of MBA-2025 was also reviewed to categorize the courses offered as per the nomenclature given by the university to classify Post Graduate Courses as per NEP 2020. Therefore, the courses offered under MBA program were categorized as 'Department Core Course (DCC)', 'Ability Enhancement Courses (AEC)', 'Value Addition Course (VAC)', 'Skill Enhancement Course (SEC)', and Department Elective Course (DEC)' respectively.

External Experts raised their concern related to the course title "Research Methodology with SPSS and Excel', 'Marketing Decision Making' and 'Supply Chain Management' in Semester 2 of MBA 2025 Batch. After deliberations on the course contents of these courses, the said courses were renamed to 'Research Methods and Applications", 'Integrated Marketing Practices' and 'Supply Chain Operations' respectively.

Dr Deepak Kumar Jain

Agenda 4: Review the Program Specific Outcomes (PSO) of Four-Year Undergraduate Program (FYUGP) & MBA and PEO of School of Business.

The PEO of School of Business, Program Specific Outcomes (PSO) of Four-Year Undergraduate Program (FYUGP) & Program Specific Outcomes (PSO) of MBA were presented for discussion. The same were endorsed unanimously by the board members.

Agenda 5: Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program of Batch 2024 and onwards.

Based on the feedback received from the Alumni of Integrated 2020 Batch of SoB and discussion with the members of BoS held on 20th February 2025, the house discussed the possibility of offering Specialization of 'Business Analytics' in 3rd Year and 4th Year of FYUP 2024 Batch and onwards. It was agreed that the 'Business Analytics' specialization will be offered to FYUP 2024 Batch and onwards. It will be offered as one of the specializations along with other specializations including HR, Marketing and Finance. The minimum number of students required to start the specialization of Business Analytics will be as per Section 2 Clause 1.J of Academic rules and regulations applicable from academic session 2024-25 onwards.

12 new course titles and contents were presented for deliberation for possible inclusion within the course structure of FYUP 2024 and onwards. All the titles were found suitable for induction under 'Business Analytics' specialization on FYUP 2024 Batch and onwards. The courses are:

3rd Year of FYUP 2024 Batch

Semester V	Credit (L-T-P)	Course Code
Fundamentals of Econometrics	4 Credits (3-1-0)	BULMI319
Data Mining and Warehousing	4 Credits (3-1-0)	BULMI321
Time Series Data Analysis	4 Credits (3-1-0)	BULMI323

Semester VI	Credit (L-T-P)	Course Code
Analytics for Business Strategies	4 Credits (3-1-0)	BULMI312
Recent Trends in Business Innovations	4 Credits (3-1-0)	BULMI314
Predictive Analytics	4 Credits (3-1-0)	BULMI316

4th Year of FYUP 2024 Batch

Semester VII	Credit (L-T-P)	Course Code
Social Media Analytics	4 Credits (3-1-0)	BULMI417
Applied Multivariate Analysis	4 Credits (3-1-0)	BULMI419
Database Management System	4 Credits (3-1-0)	BULMI421

Semester VIII	4 Credits (3-1-0)	Course Code
Supply Chain Analytics	4 Credits (3-1-0)	BULMI418
Econometrics for Business Analytics	4 Credits (3-1-0)	BULMI420
Business Analytics and Valuation	4 Credits (3-1-0)	BULMI422

Dr Deepak Kumar Jain

Agenda 6: Any Other Issues with Permission of Chair

Dr. Hari Govind Mishra suggested a course title "Basics for Neuro Management" for possible inclusion in Semester 5 of 3rd Year for FYUP 2025 Batch in place of "International Business Management". Deliberations could not be made as the concern faculty was not present. Moreover, the contents of proposed course were also not shared by the concerned faculty members for review. Therefore, the issue was deferred for next meeting of Board of Studies of School of Business.

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

The meeting ends with vote of thanks to the chair.

Dr. Deepak Jain
Member Secretary, BoS, SoB

30/7/25

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.

Encl.:

1. Course Structure of MBA 2025 Batch
2. Course Structure of MBA 2024 Batch
3. Course Structure of 4YUGP of 2024 Batch
4. Course Structure of Integrated MBA 2023 Batch
5. Course Structure of 4YUGP of 2022 Batch
6. Program Education Outcomes of School of Business
7. Program Specific Outcomes for MBA Program
8. Program Specific Outcomes for FYUP Program

(23

MBA Program (2025 & Onwards)
106 Credits

18 Department Core Course of 4 Credits each = 72 Credits
1 Ability Enhancement (Online Course) of 2 Credits = 2 Credits
6 Department Elective Course (Choice Based Credits System - Discipline Elective) of 4 Credits = 24 Credits
2 Value Addition Courses (Viva Voce) of 1 Credits each = 2 Credits
2 Skills Enhancement Courses
1 Course of Independent Study (D) of 3 Credits
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
1 Summer Training (T) of 3 Credits
Summer Training for 6-7 weeks that carries 3 Credits. 100% Evaluated through panel of faculty members.

COURSE STRUCTURE
MBA Program

Semester- I **27Credits**			Course Code
Department Core Course (DCC1)	Statistical Methods for Decision Making	4 Credits (3-1-0)	BULDC601
Department Core Course (DCC2)	Financial and Management Accounting	4 Credits (3-1-0)	BULDC603
Department Core Course (DCC3)	Managerial Economics	4 Credits (3-1-0)	BULDC605
Department Core Course (DCC4)	Marketing Management	4 Credits (3-1-0)	BULDC607
Department Core Course (DCC5)	Organizational Behaviour	4 Credits (3-1-0)	BULDC609
Department Core Course (DCC6)	Contemporary Environment for Managers	4 Credits (3-1-0)	BULDC611
Value Addition Course (VAC1)	Viva Voce	1 Credits	BULVA601
Ability Enhancement Courses (AEC1)	Online Course	2 Credits	BULAE601
Semester-II **25 Credits**			
Department Core Course (DCC7)	Research Methods with SPSS and MS-Excel	4 Credits (3-0-2)	BUMDC602
Department Core Course (DCC8)	Marketing Decision Making	4 Credits (3-1-0)	BULDC602
Department Core Course (DCC9)	Decision Models and Optimization	4 Credits (3-1-0)	BULDC604
Department Core Course (DCC10)	Management of Organizations	4 Credits (3-1-0)	BULDC606
Department Core Course (DCC11)	Corporate Finance	4 Credits (3-1-0)	BULDC608
Department Core Course (DCC12)	Supply Chain Management	4 Credits (3-1-0)	BULDC610
Value Addition Course (VAC2)	Viva Voce	1 Credits	BULVA602
Semester III **27 Credits**			
Department Core Course (DCC13)	Artificial Intelligence and Machine Learning for Managers	4 Credits (3-1-0)	BULDC701
Department Core Course (DCC14)	Project Planning, Appraisal and Management	4 Credits (3-1-0)	BULDC703
Department Core Course (DCC15)	Strategic Management	4 Credits (3-1-0)	BULDC705
Department Elective Course (DEC1)	------- To be chosen from list------- Elective 1st Paper	4 Credits (3-1-0)	
Department Elective Course (DEC2)	------- To be chosen from list------- Elective 2nd Paper	4 Credits (3-1-0)	
Department Elective Course (DEC3)	------- To be chosen from list------- Elective 3rd Paper	4 Credits (3-1-0)	
Skill Enhancement Course (SEC1)	Summer Training	3 Credits	BUTSE701
Semester-IV **27 Credits**			
Department Core Course (DCC16)	Entrepreneurship	4 Credits (3-1-0)	BULDC702
Department Core Course (DCC17)	Leadership and Team Management	4 Credits (3-1-0)	BULDC704
Department Core Course (DCC18)	Business Laws	4 Credits (3-1-0)	BULDC706
Department Elective Course (DEC4)	------- To be chosen from list------- Elective 4th Paper	4 Credits (3-1-0)	
Department Elective Course (DEC5)	------- To be chosen from list------- Elective 5th Paper	4 Credits (3-1-0)	
Department Elective Course (DEC6)	------- To be chosen from list------- Elective 6th Paper	4 Credits (3-1-0)	
Skill Enhancement Course (SEC2)	Course of Independent Study (D)	3 Credits	BUDSE702

Department Elective Courses
(Choice Based Credits System Discipline Elective)

Marketing	Course Code
Semester 9	
Consumer Behaviour	BULDE701
Marketing Strategy	BULDE703
Choice Based Credit System	
Product and Brand Management	BULDE705
Digital and Social Media Marketing	BULDE707
Semester 10	
Retail Marketing	BULDE702
Marketing of Services	BULDE704
Choice Based Credit System	
Rural Marketing	BULDE706
Advances in Tourism Marketing	BULDE708

Human Resource	Course Code
Semester 9	
Understanding Workplaces and Industrial Psychology	BULDE709
Power and Politics in Organizations	BULDE711
Choice Based Credit System	
Negotiation Skills	BULDE713
Organization Change and Intervention Strategies	BULDE715
Semester 10	
Performance and Talent Management	BULDE710
Strategic Human Resource Management	BULDE712
Choice Based Credit System	
Competency Mapping and Assessment	BULDE714
Cross-Cultural HRM	BULDE716

Finance	Course Code
Semester 9	
Behavioral Finance	BULDE717
Security Analysis and Portfolio Management	BULDE719
Choice Based Credit System	
Sustainable Finance	BULDE721
Forensic Audit and Fraud Investigation	BULDE723
Semester 10	
Strategic Corporate Finance	BULDE718
Business Valuation, Mergers and Acquisitions	BULDE720
Choice Based Credit System	
International Financial Management	BULDE722
Financial Derivatives and Risk Management	BULDE724

Business Analytics	Course Code
Semester 9	
Business Analytics using Data Mining	BULDE725
Data Analytics in Finance	BULDE727
Choice Based Credit System	
Business Intelligence	BULDE729
Big Data Analytics	BULDE731
Semester 10	
Enterprise Analytics	BULDE726
Marketing Analytics	BULDE728
Choice Based Credit System	
Computational Analytics	BULDE730
Social and Web Analytics	BULDE732

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

MBA Program (2025& Onwards)
106Credits

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18 Department Core Course of 4 Credits each = 72Credits
1 Ability Enhancement (Online Course) of 2 Credits = 2 Credits
6 Department Elective Course (Choice Based Credits System - Discipline Elective) of 4 Credits = 24 Credits
2 Value Addition Courses (Viva Voce) of 1 Credits each = 2 Credits
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1 Course of Independent Study (D) of 3 Credits
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
1 Summer Training (T) of 3 Credits
Summer Training for 6-7 weeks that carries 3Credits. 100% Evaluated through panel of faculty members.

COURSE STRUCTURE
MBA Program

Semester- I 25Credits			Course Code
Department Core Course (DCC1)	Statistical Methods for Decision Making	4Credits (3-1-0)	BULDC601
Department Core Course(DCC2)	Financial and Management Accounting	4 Credits (3-1-0)	BULDC603
Department Core Course(DCC3)	Managerial Economics	4 Credits (3-1-0)	BULDC605
Department Core Course(DCC4)	Marketing Management	4 Credits (3-1-0)	BULDC607
Department Core Course (DCC5)	Organizational Behaviour	4 Credits (3-1-0)	BULDC609
Department Core Course (DCC6)	Contemporary Environment for Managers	4 Credits (3-1-0)	BULDC611
Value Addition Course (VAC1)	Viva Voce	1 Credits	BULVA601
Semester-II 27 Credits			
Department Core Course (DCC7)	Research Methods and Applications	4 Credits (3-0-2)	BUMDC602
Department Core Course (DCC8)	Integrated Marketing Practices	4 Credits (3-1-0)	BULDC602
Department Core Course (DCC9)	Decision Models and Optimization	4 Credits (3-1-0)	BULDC604
Department Core Course (DCC10)	Management of Organizations	4 Credits (3-1-0)	BULDC606
Department Core Course (DCC11)	Corporate Finance	4 Credits (3-1-0)	BULDC608
Department Core Course (DCC12)	Supply Chain Management	4 Credits (3-1-0)	BULDC610
Value Addition Course (VAC2)	Viva Voce	1 Credits	BULVA602
Ability Enhancement Courses (AEC1)	Online Course	2 Credits	BULAE602
Semester III 27 Credits			
Department Core Course (DCC13)	Artificial Intelligence and Machine Learning for Managers	4 Credits (3-1-0)	BULDC701
Department Core Course (DCC14)	Project Planning, Appraisal and Management	4 Credits (3-1-0)	BULDC703
Department Core Course (DCC15)	Strategic Management	4 Credits (3-1-0)	BULDC705
Department Elective Course (DEC1)	------ To be chosen from list------ Elective 1st Paper	4 Credits (3-1-0)	
Department Elective Course (DEC2)	------ To be chosen from list------ Elective 2nd Paper	4 Credits (3-1-0)	
Department Elective Course (DEC3)	------ To be chosen from list------ Elective 3rd Paper	4 Credits (3-1-0)	
Skill Enhancement Course (SEC1)	Summer Training	3 Credits	BUTSE701
Semester-IV 27 Credits			
Department Core Course (DCC16)	Entrepreneurship	4 Credits (3-1-0)	BULDC702
Department Core Course (DCC17)	Leadership and Team Management	4 Credits (3-1-0)	BULDC704
Department Core Course (DCC18)	Business Laws	4 Credits (3-1-0)	BULDC706
Department Elective Course (DEC4)	------ To be chosen from list------ Elective 4th Paper	4 Credits (3-1-0)	
Department Elective Course (DEC5)	------ To be chosen from list------ Elective 5th Paper	4 Credits (3-1-0)	
Department Elective Course (DEC6)	------ To be chosen from list------ Elective 6th Paper	4 Credits (3-1-0)	
Skill Enhancement Course (SEC2)	Course of Independent Study (D)	3 Credits	BUDSE702

2

Department Elective Courses
(Choice Based Credits System Discipline Elective)

Marketing	CourseCode
Semester 9	
Consumer Behaviour	BULDE701
Marketing Strategy	BULDE703
Choice Based Credit System	
Product and Brand Management	BULDE705
Digital and Social Media Marketing	BULDE707
Semester 10	
Retail Marketing	BULDE702
Marketing of Services	BULDE704
Choice Based Credit System	
Rural Marketing	BULDE706
Advances in Tourism Marketing	BULDE708

Human Resource	CourseCode
Semester 9	
Understanding Workplaces and Industrial Psychology	BULDE709
Power and Politics in Organizations	BULDE711
Choice Based Credit System	
Negotiation Skills	BULDE713
Organization Change and Intervention Strategies	BULDE715
Semester 10	
Performance and Talent Management	BULDE710
Strategic Human Resource Management	BULDE712
Choice Based Credit System	
Competency Mapping and Assessment	BULDE714
Cross-Cultural HRM	BULDE716

Finance	CourseCode
Semester 9	
Behavioral Finance	BULDE717
Security Analysis and Portfolio Management	BULDE719
Choice Based Credit System	
Sustainable Finance	BULDE721
Forensic Audit and Fraud Investigation	BULDE723
Semester 10	
Strategic Corporate Finance	BULDE718
Business Valuation, Mergers and Acquisitions	BULDE720
Choice Based Credit System	
International Financial Management	BULDE722
Financial Derivatives and Risk Management	BULDE724

Business Analytics	Course Code
Semester 9	
Business Analytics using Data Mining	BULDE725
Data Analytics in Finance	BULDE727
Choice Based Credit System	
Business Intelligence	BULDE729
Big Data Analytics	BULDE731
Semester 10	
Enterprise Analytics	BULDE726
Marketing Analytics	BULDE728
Choice Based Credit System	
Computational Analytics	BULDE730
Social and Web Analytics	BULDE732

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

BULDC601				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	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: To explain basic and advance 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 statistical parameters/indicators 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 with hands on experience.

CLO4: 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 (12 Contact Hours)

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

UNIT II (13 Contact Hours)

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

UNIT III (13 Contact Hours)

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

UNIT IV (13 Contact Hours)

Testing of Hypothesis, Testing Hypothesis - Null and alternate hypothesis - Interpreting the levelof 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 andapplications

UNIT V (13 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.

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.

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BULDC603				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	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: 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 I (12 Contact Hours)
Elements of Financial Statements, Key Stakeholders of Financial Accounts of Business, Financial Accounting vs. ManagementAccounting Principles, Accounting Cycle and Preparation of Financial Statements using Accounting Cycle.
Unit II (13Contact 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 (13 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 (13 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 (13 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.

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 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 – BhabotoshBanerjee - 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

BULDC605				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 (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.

UNIT V (13 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.

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

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BULDC607			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 (12 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 (13 Contact Hours)
Customer Insight and Market Insight: Dynamics of competitors, Company and Complimentary, Marketing research, Introduction to Marketing metrics.
UNIT III (13 Contact Hours)
Segmenting, targeting and Positioning: Product characteristics and Product Mix Product Life Cycle and product strategies, Product differentiation and design.
UNIT IV (13 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 (13 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.

Reference Books

- Capon Noel and Singh Sidhartha S.; Managing Marketing, An Applied Approach, Wiley India
- **Kotler** Philip T. and Keller K. LaneMarketing 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

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BULDC609			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 (12 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)

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

UNIT III (13 Contact Hours)

Motivation Theories and Applications. 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; Organizational Culture.

UNIT V (13 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.

Reference Books

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

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BULDC611			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 businessenvironment.

CLO4: Formulate Strategies of conducive business environment.

COURSE CONTENTS

UNIT I (12 Contact Hours)

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

UNIT II (13 Contact Hours)

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

UNIT III (13 Contact Hours)

Non – Economic Environmental Factors: Non-Economic and Natural environment; environmentalprotection 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 ofgoods – anti dumping measures. Global business ethics and values.

UNIT IV (13 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, GreenMarketing, Environmental Technology, Ecological implications of technology, SustainableDevelopment

UNIT V (13 Contact Hours)

Definition of Corporate Governance, The OECD Principles of Corporate Governance States,Benefits of Corporate Governance, Need for Corporate Governance, Principles of CorporateGovernance, SEBI Code of Corporate Governance, Corporate Governance – Historicalperspectives 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.

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.

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BUMDC602			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 I (12 Contact Hours)

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

Unit II (13 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 (13 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 (13 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 (13 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.

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

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BULDC602			Integrated Marketing 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 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 (12 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 (13 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 (13 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 (13 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 (13 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.

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. Ltd, New Delhi, India

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BULDC604			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 (12 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 (13 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 (13 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 (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 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 (13 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.

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.

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BULDC606				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	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: 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 (12 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 (13 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 (13 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 (13 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 (13 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.

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

BULDC608			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 (12 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 (13 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 (13 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 (13 Contact Hours)

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

UNIT V (13 Contact Hours)

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

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.

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.

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BULDC610				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	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 supply chain and operations processes in managing global and local systems.

CLO2: Apply tools to improve supply chain responsiveness, efficiency, and flow of goods and services.

CLO3: Analyse supply chain cases to identify key issues and strategic solutions.

CLO4: Evaluate supply chain performance using SCOR and operational metrics.

COURSE CONTENTS

Unit-I (12 Contact Hours)

Overview of supply chain and operations management, importance of SCM, logistics vs supply chain, lean and agile approaches, efficient vs responsive systems, core supply chain components—plan, source, make, deliver, return.

Unit-II (13 Contact Hours)

Inventory types and control techniques, demand forecasting, EOQ, VMI, CPFR, transportation management systems, multimodal logistics, GPS, RFID, and ITS in transportation.

Unit-III (13 Contact Hours)

Network and facility location models, capacity planning, warehousing, risk pooling, reverse logistics, supply chain coordination and visibility.

Unit-IV (13 Contact Hours)

Procurement vs purchasing, make or buy decisions, supplier management, Kraljic matrix, performance evaluation using SCOR (Supply Chain Operations Reference) model, KPIs, smart and sustainable supply chains.

Unit-V (13 Contact Hours)

ICT in supply chains, ERP, IoT, blockchain, AI and analytics in operations, digital twins, global SCM under Industry 4.0 and 5.0.

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.

Reference Books

- Supply Chain Management: Text and Cases by Janat Shah, Pearson Education India
- Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra & Peter Meindl, Pearson Education /Prentice Hall
- Operations and Supply Chain Management by Stevenson, McGraw Hill Education India
- Designing and Managing the Supply Chain by David Simchi Levi, McGraw Hill Education

BULDC701	Artificial Intelligence and Machine	Pre-Requisites	

			Learning for Managers							
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 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 (12 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 (13 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 (13 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 (13 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 (13 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.

Reference Books

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

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BULDC703				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	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: 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 (12 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 (13 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 (13 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 (13 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 (13 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.

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.

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BULDC705			Strategic Management			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: 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 (12 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 (13 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 (13 Contact Hours)

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

UNIT IV (13 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 (13 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.

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

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BULDC702				Entrepreneurship		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: 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 (12 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 (13 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 (13 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 (13 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 (13 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.

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

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BULDC704				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 (12 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 (13 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 (13 Contact Hours)

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

UNIT IV (13 Contact Hours)

Contributing to team growth and leadership: Role of the leader, building high performance teams, providing vision and creating enthusiasm, Delegating.

UNIT V (13 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.

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

BULDC706				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 (12 Contact Hours)
Companies Act 2013: Company and Its Forms, Formation of a Company; Memorandum of Association and Articles of Association.
Unit II (13 Contact Hours)
Raising of Capital and Commencement of Business; Prospectus, Allotment of Shares, Membership of Company, Corporate Governance and Winding Up.
Unit III (13 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 (13 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 (13 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.

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: Understand key concepts and factors influencing consumer behavior.
CLO2: Apply consumer behavior theories to marketing strategies.
CLO3: Evaluate the impact of technology, ethics, and sustainability on consumer behavior.
CLO4: Interpret consumer insights from real-world scenarios and formulate effective marketing responses.

COURSE CONTENTS
UNIT I (13 Contact Hours)
Introduction to Consumer Behavior: Nature, scope, and importance. Market segmentation and consumer research. Cultural and cross-cultural influences
UNIT II (12 Contact Hours)
Psychological Influences : Motivation, personality, perception, Learning, attitudes, and attitude change, Influence of digital environments on psychology
UNIT III (13 Contact Hours)
Social and Personal Influences: Reference groups, family, roles, status, Opinion leadership, word-of-mouth, Online communities and influencer marketing
UNIT IV (13 Contact Hours)
Decision-Making Process: Models of consumer decision-making, Information search, evaluation, and purchase, Post-purchase behavior and customer satisfaction
UNIT V (13 Contact Hours)
Emerging Consumer Trends, Ethical and sustainable consumption, Technology-driven behavior: AI, voice assistants, metaverse, Neuromarketing and consumer neuroscience

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.

Reference Books

- Consumer Behavior by Leon G. Schiffman & Leslie Lazar Kanuk, Publisher: Pearson Prentice Hall
- Consumer Behavior by Leon G. Schiffman & Joseph Wisenblit, Publisher: Pearson
- Consumer Behavior: Buying, Having, and Being by Michael R. Solomon, Publisher: Pearson Education
- Consumer Behaviour: Insights from Indian Market by Ramanuj Majumdar, Publisher: PHI Learning

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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 (12 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 (13 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 (13 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 (13 Contact Hours)

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

UNIT V (13 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.

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 8120328063
- 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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES
After successful completion of this course, students shall be able to;
CLO1: Understand the importance of new product development.
CLO2: Evaluate the value of brands.
CLO3: Developing products and creating brands ethically.
CLO4: Appy the understanding in solving the problems.

COURSE CONTENTS
UNIT I (12 Contact Hours)
Opportunity Identification, Concept Generation, Concept Evaluation, Technical Development, Market Planning.
UNIT II (13 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 (13 Contact Hours)
Brands, Branding, Brand Users, Brand Value, Brand Loyalty, Brand Equity.
UNIT IV (13 Contact Hours)
New Brand creating, Maintaining Brand Positioning, Extending, Partnering, Managing Brand Portfolios, Brand Innovations.
UNIT V (13 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.

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)

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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 (12 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 (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, Engagement Marketing, Online Campaign Management.

UNIT III (13 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 (13 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 (13 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.

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 Evans,Wiley, ISBN9788126531493
- The Art of Social Media, Guy Kawasaki, Penguin, ISBN 9780241199473.
- Alhiou, Asif, Fellman,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	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: 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 (12 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 retailer, 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 (13 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 (13 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.

Reference Books

- Berman & Evans, Retail Mangement, 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
- Beetle & Sparks, 2005, Logistics & Retail Management, Viva Books

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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	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: 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 (12 Contact Hours)
Introduction, Service sector and GDP, services versus goods marketing, services marketing mix.
UNIT II (13 Contact Hours)
Service quality model, role of consumer in services, service expectations, delighting customer.
UNIT III (13 Contact Hours)
Service encounters, services marketing research tools, relationship marketing, customer pyramid, relationship bonds.
UNIT IV (13 Contact Hours)
Service recovery, service blueprint, service standards, physical evidence, servicescapes.
UNIT V (13 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.

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)

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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 (12 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 (13 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 (13 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.

Reference Books

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

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	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: To understand the key characteristics of tourism and hospitality marketing
CLO2: To analyze the tourism and hospitality business environments
CLO3: Tot 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 (12 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'sIrridex Index – Demonstration Effect – Crompton's Push and Pull Theory, Stanley Plog'sAllo-centric and Psyco-centric Model of Destination Preference.
UNIT II (13 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 (13 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 (13 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 (13 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.

Reference Books

- Swain, S.K. and Mishra, J.M. (2012). Tourism Principles and Practices. Oxford Publication.
- ß Chand, M. (2004).Basics of tourism: theory, operation and practice. Kanishka Publishers.
- ß Sharma, K. (2014).Introduction to Tourism Management. Tata McGraw-Hill Education.
- ß Roday, S., Biwal, A., & Joshi, V. (2009).Tourism operations and management. Oxford University Press.
- ß Walker, J. R., & Walker, J. T. (2011).Tourism concepts and practices. Pearson Education India.
- ß Goeldner, C.R and Ritchie, J.R (2012). Tourism – Principles, Practices and Philosphies, 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 (12 Contact Hours)

Organizational Psychology, Role of psychologist in Industry, Growth & development of organizational psychology in India, human factors and Industry problems,

UNIT II (13 Contact Hours)

Psychographic factors involved in employee's job performance, psychological tests in Industries: their utility, reliability and validity.

UNIT III (13 Contact Hours)

Conceptual framework of attitudes: factors influencing development of attitudes, implications for organizations,

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 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.

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 (12 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 (13 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 (13 Contact Hours)

Strategies for employing power effectively; Comparative analysis for developing and developed economies; 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 (13 Contact Hours)

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

UNIT V (13 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.

Reference Books

- Jeffrey Pfeffer , Managing with Power: Politics and Influence in Organizations Harvard Business Review Press
- Samuel B. Bacharach Lawler, Edward J., Power and politics in organizations Samuel B. Bacharach, Edward J. Lawler.
- Gilbert W. Fairholm, Organizational Power Politics: Tactics in Organizational Leadership,Greewood Publishing group
- Cialdini, R. Influence: Science and Practice
- 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 (12 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 (13 Contact Hours)

Negotiation Process and Planning: Stages of Negotiation; Models of Negotiation, Key steps in Planning for Negotiations. Communication in Negotiation: Kinesthetic Communication, Persuasion and its theory; decoding communication for negotiations.

UNIT III (13 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 (13 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 (13 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.

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
- Hat, L., Negotiation Strategies for Mutual Gains, Sage Publications
- Spangle, M.L., and Isenhart, 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

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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	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: 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 (12 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 (13 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 (13 Contact Hours)

Managing change with respect to Human resource management: Issues involved, Role of HRD professional in managing change.

UNIT IV (13 Contact Hours)

Change through behaviour modification, positive and negative reinforcement, change and strategy in organizations, Role of information technology in managing change.

UNIT V (13 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.

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 (12 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 (13 Contact Hours)

Establishing and operationalizing performance management system; measuring performance-results and behaviour; Defining Performance and Performance Measurement Metrics, Employee Assessment Systems.

UNIT III (13 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 (13 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 (13 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.

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.

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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

CLO$: To analyze its external environment and internal capabilities and develop a strategic HR plan to enhance its long-run performance.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to Strategic Human Resource Management, Challenges and Evolution; HR Strategies and Strategic HRM, Strategic Fit: Conceptual Framework.

UNIT II (13 Contact Hours)

Planning and Implementing Strategic HR policies: HR planning, Procurement, Training and Development, Compensation, Benefits, Separation, Performance Management, Job Designing.

UNIT III (13 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 (13 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 (13 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.

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	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: 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 (12 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 (13 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 (13 Contact Hours)

Competency Gap Analysis: Team competencies, Role Competencies, competency identification, validation and benchmark, Competency assessment, competency mapping- strategy.

UNIT IV (13 Contact Hours)

Mapping Job via competency model, Design of assessment centre, 360 degree feedback, Steps in development of competencies map.

UNIT V (13 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.

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	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: 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 (12 Contact Hours)

Global Human Resource Management, Nature and Drivers, Building strategic International HRM Capabilities.

UNIT II (13 Contact Hours)

Multiculturalism, Nature of Culture, Effects of Culture, Cultural Predispositions and Dimensions, Managing across Cultures, Culture and Performance.

UNIT III (13 Contact Hours)

HRM in Cross-Border Mergers and Acquisitions, Nature of Mergers and Acquisitions, HR Interventions and Role.

UNIT IV (13 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 (13 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.

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 (12 Contact Hours)

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 (13 Contact Hours)

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 (13 Contact Hours)

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 (13 Contact Hours)

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 (13 Contact Hours)

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.

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 (12 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 (13 Contact Hours)

Estimating Risk and Return from Historical Records, Risk Aversion and Capital Allocation to Risky Assets, Optimal Risky Portfolio, Index Models.

UNIT III (13 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 (13 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 (13 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.

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.

BUILDE721			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 applthe 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 actorsin the financial system.

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

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

COURSE CONTENTS

UNIT I (12 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; TheTask 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 ofResponsible Banking and Sustainable Insurance

UNIT IV (13 Contact Hours)

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

UNIT V (13 Contact Hours)

Financial and Sustainability (Impact) Reporting and Communication; Carbon Pricing and trading; Renewable EnergyFinancing

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.

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 (12 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 (13 Contact Hours)
Tools for handing 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 (13 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 (13 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 (13 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.

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- IIIEBC 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 divestures decision and conduct M&A analysis.

COURSE CONTENTS

UNIT I (12 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 (13 Contact Hours)

Defining Company Capital Allocation Philosophy and Targets, Strategic Capital Allocation and Benchmarking, Capital Management, Funding Capacity Analysis.

UNIT III (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, Divesture Strategies: Motives and Process.

UNIT IV (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 (13 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.

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 (12 Contact Hours)

The Nature of Major Investment Decisions, Project Valuation Vs. Enterprise Valuation, Dealing with Complexities: Process and Discipline, Approaches to Valuation.

UNIT II (13 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 (13 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 (13 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 (13 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.

Reference Books

- Mergers and Acquisitions Basics: The Key Steps of Acquisitions, Divesture 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 (12 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 (13 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 (13 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 (13 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 (13 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.

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, Dermis 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

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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 (12 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 (13 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 (13 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 (13 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.

Unit V (13 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.

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

BULDE725			Business Analytics using Data Mining			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: Write advanced SQL queries and stored procedures to preprocess data (using integration, cleaning and transformation) for visualization, modeling and interpretation; and can identify appropriate database technologies to meet a set of requirements and to recommend possible solutions.

CLO2: Create predictive models using statistical, data mining and machine learning techniques, and evaluate and interpret such models to support fact-based decision making.

CLO3: Work both independently and in a team to solve large data analysis projects; and to clearly communicate and present complex analytics results to business clients, using practical and simple business terms that can be understood by a general non-technical audience.

CLO4: Identify and evaluate appropriate data analytics techniques to be used depending on the specific information needs of the project, and to use data visualization tools to communicate data mining results in an effective way.

COURSE CONTENTS

Unit I (12 Contact Hours)

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

Unit II (13 Contact Hours)

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

Unit III (13 Contact Hours)

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

Unit IV (13 Contact Hours)

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

Unit V (13 Contact Hours)

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

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.

Reference Books

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

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BULDE727			Data Analytics in Finance			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: 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 make students with different forecasting techniques.

COURSE CONTENTS

Unit I (12 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 (13 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 (13 Contact Hours)

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

Reference Books

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

BULDE729				Business Intelligence		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 understand business intelligence for competitive decisions

CLO2: The student must be able to able to understand the foundations and technologies for capturing intelligence for decision making

CLO3: The student must be able to know the capabilities and limitations of dashboards, comprehend query, reporting

CLO4: The student must be able to identify the stages and understand the ethical dimensions of business intelligence

COURSE CONTENTS

Unit I (12 Contact Hours)

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

Unit II (13 Contact Hours)

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

Unit III (13 Contact Hours)

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

Unit IV (13 Contact Hours)

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

Unit V (13 Contact Hours)

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

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.

Reference Books

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

BULDE731			Big Data Analytics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	P/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 basics of Big Data for laying down the foundation for students.
CLO2: Appreciate the various Big Data Platforms.
CLO3: Understand the various Big Data storage and processing techniques.
CLO4: Learn about the "Big data" in enterprises and appreciate the Big Data lifecycle.

COURSE CONTENTS
UNIT I (12 Contact Hours)
Fundamental Terminologies and Concepts, A Brief History of Big Data, Business Drivers that have led to Big Data Innovations, Characteristics of Big Data, Benefits of adopting Big Data, Challenges and Limitations of Big Data.
UNIT II (13 Contact Hours)
Basic Big Data Analytics, "Big Data" in the Enterprise, Big Data and Traditional Business Intelligence and Data Warehouses, Big Data Visualization, Common Adoption Issues, Planning for Big Data Initiatives, New Roles Introduced by Big Data Projects, Emerging Trends.
UNIT III (13 Contact Hours)
Development of scalable and yet elastic virtualized platforms using innovation to cluster commodity hardware components (either cycle harvesting from local resources or through cloud based utility computing services) coupled with open source tools and technology.
Big Data Storage and Processing Big Data Storage (Query Workload, Sharding, Replication, CAP, ACID, BASE), Big Data Processing (Parallel Data Processing, Distributed Data Processing, SharedEverything/Nothing Architecture, SCV).
UNIT IV (13 Contact Hours)
The New Information Management Paradigm, Big Data Implications for Industry, Emerging Database Landscape, Application Architectures for Big Data and Analytics, Data Modeling Approaches for Big Data and Analytics Solutions, Big Data Analytics Methodology, Extracting Value from Big Data: In-Memory Solutions, Real Time Analytics and Recommendation Systems.
UNIT V (13 Contact Hours)
Common Analysis and Analytics Techniques, A/B testing, Regression, Correlation, Text Analytics, Sentiment Analysis, Time Series Analysis, Network Analysis, Spatial Analysis, Automated Recommendation, Classification, clustering, Machine Language, Natural Language, Semantics, Data Visualization and Visual Analysis, Assessing Hierarchies, Part-toWhole Relationships, Plotting Connections and Relationships, Mapping Geo-Spatial Data, Foundational Big Data Technology Mechanisms, Big Data & Cloud Computing.

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.

Reference Books

- Turban E, Aronson, JE, Liang, TP &Sharda, Decision support and Business Intelligence Systems, 8th Edition, John Wiley & Sons
- Frank J. Ohlhorst, Big Data Analytics, 1st Edition, Wiley
- Efraim Turban, Ramesh Sharda, Jay Aronson, David King, Decision Support and Business Intelligence Systems, 9th Edition, Pearson Education

BULDE726			Enterprise 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	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 describe the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization.

CLO2: To summarize the regional, national and global footprint of a real-world business organization.

CLO3: To analyze trends in market standing and financial performance of a real-world business organization.

CLO4: To imagine the key challenges and opportunities for a real-world business organization in the immediate future.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Selection of Enterprise for study: Enterprise History & Background, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations, Recent Mergers and Acquisitions.

UNIT II (13 Contact Hours)

Structure of Enterprise: Organization Structure/Organogram, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc. Online presence.

UNIT III (13 Contact Hours)

Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website. Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact.

UNIT IV (13 Contact Hours)

Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players.

UNIT V (13 Contact Hours)

Financial Performance: Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern.

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.

Reference Books

- Holsapple, C.W., Lee-Post, A. & Pakath, R. (2014). Business Intelligence and Analytics: Systems for Decision Support, 10th Edition, Pearson Education.
- Davenport, T.H. & DalleMule, L. (2017). Enterprise Analytics: Optimize Performance, Process, and Decisions Through Big Data, 1st Edition, Pearson FT Press.
- Laursen, G.H.N. & Thorlund, J. (2016). Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, 2nd Edition, John Wiley & Sons.

BULDE728				Marketing Analytics		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: Use analytic approaches to transform marketing and sales data into actionable and appropriate marketing decisions

CLO2: Justify the use of a particular marketing analytics approach and communicate its managerial implications to a non-technical audience.

CLO3: Recommend marketing strategies that align forces in the external environment with the core competencies of the firm.

CLO4: Analyze the challenges that might influence the formulation of effective marketing analytics from a consumer behavior perspective.

COURSE CONTENTS

Unit I (12 Contact Hours)

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

Unit II (13 Contact Hours)

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

Unit III (13 Contact Hours)

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

Unit IV (13 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 (13 Contact Hours)

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

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.

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, Kogan Page, ISBN 9780749478171
- Marketing Metrices 3e, Bendle, Farris, Pfeifery, 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

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BULDE730			Computational 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	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 use statistical and computational analysis for business
CLO2: To define logic and use inferential analysis
CLO3: To understand neural network and predictive analysis
CLO4: To use and apply predictive analysis for real time management problems.

COURSE CONTENTS
Unit I (12 Contact Hours)
Statistical Inference & Regression Analytics: Need for Business Modelling, Regression – Concepts, Blue property-assumptions-Least Square Estimation, Variable Rationalization, and Model Building etc.
Unit II (13 Contact Hours)
Reasoning: Logic and its Limits, Dealing with Uncertainty Mechanical Logic - The Semantic Web - Limits of Logic. Inferential analytics case analyses.
Unit III (13 Contact Hours)
Description and Resolution - Collective Reasoning. Statistical Forecasting - Neural Networks Predictive Analytics - Sparse Memories - Sequence Memory - Network Science
Unit IV (13 Contact Hours)
Predictive analytics tools and measurement factors led towards predictive analytics. Applications spreadsheet. Data Analysis: Evolution and Feature. Qualitative response Modelling with Uni-series and pooled information, Error in Variables.
Unit V (13 Contact Hours)
Perspective analytics; Applications of Correspondence Principle-Measurement and limitations. Emerging analytics. Clustering and classification tools. Partitional Clustering and Hierarchical Clustering

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.

Reference Books

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

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BUL.DE732				Social and Web 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	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 importance of web analytics in modern business
CLO2: To use web analytics for business insights
CLO3: To understand web metrics for behavioural and pattern analysis
CLO4: To use and apply software tools in management cases

COURSE CONTENTS
Unit I (12 Contact Hours)
Introduction, History of Social media- Basics of social media and Business Models- Basics of Web Search Engines and Digital Advertising. Web & social media (websites, web apps, mobile apps & social media)
Unit II (13 Contact Hours)
Web analytics: Web 2.0 framework clickstream, multiple outcomes analysis, experimentation & testing, voice of customer, competitive intelligence, Insights.Experimental methods in web data analytics, Econometric modelling of search engine ads
Unit III (13 Contact Hours)
Data (Structured data, unstructured data, Meta data, Big Data and Linked Data) -Lab testing and experiment design(selecting participants,within-subjects or betweensubjects study, counterbalancing, independent and dependentvariable; A/B testing, multivariate testing,controlled experiments active users) on business and technical issues.
Unit IV (13 Contact Hours)
Web metrics and web analytics - PULSE metrics Page views, Uptime, Latency, Seven-day active users) on business andtechnicalissues;-HEARTmetrics(Happiness,Engagement, Adoption, Retention, and Task success) on user behaviour issues; - On-site web analytics, off-site web analytics, the goal-signal-metric process
Unit V (13 Contact Hours)
Social media analytics (what and why) - Social media KPIs (reach and engagement) - Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback) 6. Data analysis language and tools. Cases and examples - User experience measurement cases - Web analytics cases 8. Group work and hands on practice - Usability study planning and testing; and data analysis using software tools (Google Analytics, Google Sites, R and Deduced)

NOTE:	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

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

Program Specific Outcomes (PSOs)of MBA program offered by SoB at SMVDU

The curriculum and syllabi of M.B.A.Two-Year Full-Time Degree Program is designed to achieve identified Graduate Attributes (GAs) with following POs.

After successful completion of the degree program, a student(s) will be able to;

1. PO1. Gain deep managerial knowledge and synthesize new ideas. **(Academic Result)**
2. PO2. Analyze complex problems and innovate within research contexts. **(Research and Innovation)**
3. PO3. Think originally and solve global business issues with optimal solutions. **(International / Global Reach)**
4. PO4. Investigate industry problems using research tools and report findings. **(Practical Knowledge & Industry Interaction)**
5. PO5. Understand key business functions and assess organizational performance. **(Functional Specialization)**
6. PO6. Work collaboratively, manage teams, and make rational decisions. **(Team Work)**
7. PO7. Apply management principles to lead projects across disciplines. **(Industry Overview)**
8. PO8. Communicate effectively at all levels, both verbally and in writing. **(Speaking / Writing Skills)**
9. PO9. Pursue lifelong learning with commitment and enthusiasm. **(Continuing Education)**
10. PO10. Practice ethical conduct and contribute to sustainable development. **(Values, Ethics and Professional Integrity)**
11. PO11. Reflect independently and improve through self-assessment. **(Independent and Reflective Learning)**
12. PO12. Innovate and create value for stakeholders through entrepreneurship. **(Employment, Entrepreneurship and Successful Career)**

PSO 1: Strategic and Analytical Thinking

Graduates will be able to apply strategic management concepts and data driven decision-making tools to analyze business problems and implement effective solutions in dynamic and competitive environments.

PSO 2: Leadership and Team Management

Graduates will demonstrate the ability to lead, motivate and manage diverse teams efficiently by employing organizational behavior principles and ethical leadership practices.

PSO 3: Domain Specific Proficiency

Graduates will gain specialized knowledge in functional areas enabling them to develop and execute domain-specific strategies aligned with organizational goals.

विज्ञानं ब्रह्म

Shri Mata Vaishno Devi University Katra

School of Business

PROGRAM EDUCATIONAL OBJECTIVES

PEO 1

The Management Education will enable graduates to generate, disseminate, and apply managerial knowledge in real-world contexts.

PEO 2

Analytical, innovative, and entrepreneurial skills developed during the program will help management graduates address challenges and seize opportunities in dynamic global markets.

PEO 3

Strategic thinking, leadership, and team management capabilities will be cultivated to enhance organizational performance and impact.

PEO 4

By fostering ethical responsibility, the program will prepare management graduates to integrate governance standards and societal values into professional practice.

Proposed Structures of Documents

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श्री माता वैष्णो देवी विश्वविद्यालय

SHRI MATA VAISHNO DEVI UNIVERSITY

School of Business, Faculty of Management

Sub Post office-182320, Jammu & Kashmir

(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/25/BoS/ 394 Date: 31st July, 2025

Subject: Minutes of Meeting of Board of Studies

With reference to notification no. SMVDU/AA/31st EC-ATR/20/1050 dated. 29th Jan, 2020. A meeting was convened in the office of Dean, FoM in the presence of Head-SoE and Head-SoB on 31st July, 2025 in order to discuss the Meeting of Board of Studies of School of Business vide ref. no. SMVDU/SoB/25/ 393 dated 30th July, 2025 and minutes of meeting of School of Economics vide ref. no. SMVDU/SoE/25/BoS/158 dated 30th July, 2025.

Agenda One:

The minutes of Board of Studies of School of Economics held on 11th July, 2025 were placed in front of Review Committee. The Head, SoE presented the agenda items as discussed and approved in the meeting of BoS of the School of Economics was adviced to explored more courses relating to Economics under category SEC/AEC/MD after taking feedback from alumni and industries expert.

Resolutions:

The review committee discussed and recommended for the adoption of agenda items as approved by the Board of Studies of School of Economics vide ref. no. SMVDU/SoE/25/BoS/158 dated 30th July, 2025.

Agenda Two:

The minute of Board of Studies, School of Business held on dated: 28th July, 2025 vide ref. no. SMVDU/SoB/25/393 dated 30th July, 2025 was placed in front of Review committee. The Head-SoB presented the agenda items as discussed and approved in the meeting of BoS of School of Business.

Resolutions:

The review committee discussed and recommends for the adoption of agenda items as approved by the Board of Studies of School of Business vide reference no. SMVDU/SoB/25/393 dated 30th July, 2025

31/07/2025 31/7/25 31.7.2025

Dr. Roop Lal Sharma
Head-SoE

Prof. Jyoti Sharma
Head-SoB

Prof. Ashutosh Vashishtha
Dean-FoM

SHRI MATA VAISHNO DEVI UNIVERSITY
School of Business, Faculty of Management
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No: SMVDU/SoB/25/BoS/394 Date: 31st July, 2025

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With reference to notification no. SMVDU/AA/31st EC-ATR/20/1050 dated. 29th Jan, 2020. A meeting was convened in the office of Dean, FoM in the presence of Head-SoE and Head-SoB on 31st July, 2025 in order to discuss the Meeting of Board of Studies of School of Business vide ref. no. SMVDU/SoB/25/ 393 dated 30th July, 2025 and minutes of meeting of School of Economics vide ref. no. SMVDU/SoE/25/BoS/158 dated 30th July, 2025.

Agenda One:

The minutes of Board of Studies of School of Economics held on 11th July, 2025 were placed in front of Review Committee. The Head, SoE presented the agenda items as discussed and approved in the meeting of BoS of the School of Economics was adviced to explored more courses relating to Economics under category SEC/AEC/MD after taking feedback from alumni and industries expert.

Resolutions:

The review committee discussed and recommended for the adoption of agenda items as approved by the Board of Studies of School of Economics vide ref. no. SMVDU/SoE/25/BoS/158 dated 30th July, 2025.

Agenda Two:

The minute of Board of Studies, School of Business held on dated: 28th July, 2025 vide ref. no. SMVDU/SoB/25/393 dated 30th July, 2025 was placed in front of Review committee. The Head-SoB presented the agenda items as discussed and approved in the meeting of BoS of School of Business.

Resolutions:

The review committee discussed and recommends for the adoption of agenda items as approved by the Board of Studies of School of Business vide reference no. SMVDU/SoB/25/393 dated 30th July, 2025

31/07/2025 31/7/25 31.7.2025

Dr. Roop Lal Sharma
Head-SoE

Prof. Jyoti Sharma
Head-SoB

Prof. Ashutosh Vashishtha
Dean-FoM

(60)

विज्ञानं ब्रह्म

Shri Mata Vaishno Devi University

(A State University recognized under Section 2(f) and 12(B) of UGC act, 1956)

School of Business
Faculty of Management, SMVDU
Kakryal, Katra 18232

Subject: Submission of Minutes of meeting along with Agenda, Course Structures of UG/PG students of SoB and other requisite documents for 21st Board of Studies Meeting of School of Business for 38th meeting of Academic Council of SMVDU Universityfrom School of Business.

With reference email received from Academic Affairs wing (Email enclosed) please find enclosed the Minutes of meeting along with Agenda, Course Structures of UG/PG students of SoB and other requisite documents for 21st Board of Studies Meeting of School of Business for 38th meeting of Academic Council of SMVDU University from School of Business.

Submitted for kind consideration please.

30/7/25

Head-SoB

Dean (FOM)

30.7.2025

Dean AA

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SHRI MATA VAISHNO DEVI UNIVERSITY
School of Business
Faculty of Management
Sub Post office-182320, Jammu & Kashmir
(Recognized under Section 12 (B) & 2 (f) of UGC Act 1956)

No/SMVDU/SoB/25/AP-1 Date 17/07/25

AGENDA FOR 21ST BOARD OF STUDIES

A 21st Meeting of Board of Studies (BoS) of School of Business, Faculty of Management, SMVD University (Katra, J&K) is scheduled to be held on **29-07-2025 (Tuesday)** at 10:30 AM., onwards to discuss and adopt the following Agenda:

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 2: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Agenda 3: Review the Program Specific Outcomes of Four Year Undergraduate Program (FYUGP).

Agenda 4: Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program from Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 5: As Any other issue with the permission of the Chair

17/7/2025

Member Secretary, BOS

Copy to

- [illegible]
- Head School of Business
- Dean, Academic Affairs.
- Registrar, SMVDU for information.
- Faculty Members of SoB.
- Office File.

(58)

SHRI MATA VAISHNO DEVI UNIVERSITY
School of Business, Faculty of Management
(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/25/293 Date: 30.07.2025

Minutes of 21st 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 28-07-2025 (Monday) at 10:30 AM onwards in the Conference Room of School of Business. The following members of BoS were present in the meeting.

1. Dr. Ashutosh Vashishtha, Professor –SoB, Dean – FoM - Member
2. Dr. Jyoti Sharma, Professor, SoB & Head - SoB - Chairperson
3. Dr. Supran Kumar Sharma, Professor – SoB - Member
4. Dr. Rashi Taggar, Assistant Professor – SoB - Member
5. Dr. Syeda Shazia Bukhari, Assistant Professor - SoB - Member
6. Dr. Deepak Jain, Assistant Professor - SoB - Member Secretary

All the Three External Experts i.e. Prof. Kriti Bardhan Gupta (Center of Food and Agribusiness Management, IIM Lucknow), Prof. Parveez Ahmed Mir (Islamic University of Science and Technology, Kashmir), and Mr. Arun Gupta (General Manager, Siemens) joined the meeting in the online mode through google meet link https://google.com/nqr-smrw-iqw

Dr. Arti Maini (Assistant Professor – SoB) and Dr. Sarabjot Singh (Assistant Professor – SoB) could not attend the meeting due to their engagement in Under Graduate Admission Process-2025.

Dr. Sushil Kumar Mehta (Associate Professor, SoB) was on Leave

Dr. Hari Govind Mishra (Associate Professor, SoB) and Dr. Sanjay Kumar Mishra (Assistant Professor, SoB) did not attend the meeting.

Chairperson, Prof. Jyoti Sharma welcomed the members and external experts 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, BoS-SoB presented the agenda of Meeting and invited suggestions / recommendations over the following agenda items. The meeting was convened in order to discuss the following:

Dr. Deepak Kumar Jain

(57)

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

In consideration of the corporate requirements, the house identified that some of the courses offered in Semester 8 (4th Year) of UG must be studied by both the categories of students i.e. those who are going to get Honors Degree in Business Administration as well as those students who are going to get Honors with Research Degree in FYUP (Business Administration). Accordingly, some of the courses were re-arranged in the interest of the students. The changes are as follows:

The Course "Start-Up and New Venture Planning" is reallocated to Semester-8 (4th Year) for all FYUP Students (i.e. Bachelor of Business Administration (Honors) & Bachelor of Business Administration (i.e.Honors with Research); whereas, the Course "Decision Science for Managers", "Recent Practices in Supply Chain" were reallocated to Semester-8 (4th Year) for the students opting for Bachelor of Business Administration (Honors) degree.

The Course "Economics for Managers" and "Management Accounting" were shifted to Semester-7 (4th Year) for all FYUP Students (Bachelor of Business Administration (Honors) & Bachelor of Business Administration (Honors with Research).

The Course title "Emerging Technologies in Business" in Semester 8 is replaced by "Contemporary Environment for Business" and shall be offered in Semester 7.

The Course "Foundation Course in Research Methodology" will now be offered as "Research Methodology" under Semester 7 itself.

Existing Structure			
Bachelor of Business Administration (Honors)			
Semester & Nature of Course	**Name of Course**	**Credit (L-T-P)**	**Course Code**
Semester-VII / 7			
Major or Discipline Specific Core (DSC17)	Foundation Course in Research Methodology (at University Level)	4 Credits (4-0-0)	
Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUL4551
Major or Discipline Specific Core (DSC20)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Minor or Discipline Specific Elective (DSE6)*	To be Chosen from List	4 Credits	

New Structure			
Bachelor of Business Administration (Honors) /			
Semester & Nature of Course	**Name of Course**	**Credit (L-T-P)**	**Course Code**
Semester-VII / 7			
Major or Discipline Specific Core (DSC17)	Research Methodology	4 Credits (4-0-0)	BUL4401
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC19)	Contemporary Environment for Business	4 Credits (3-1-0)	BUL4521
Major or Discipline Specific Core (DSC20)	Management Accounting	4 Credits (3-1-0)	BUL4481
Minor or Discipline Specific Elective (DSE6)*	To be Chosen from List	4 Credits	

*The choice of courses under DSE6 remain unchanged.

Dr Deepali Kansra Jain

Existing Structure

Bachelor of Business Administration (Honors)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII 8			
Major or Discipline Specific Core (DSC17)	Emerging Technologies in Business	4 Credits (3-1-0)	BUL4521
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC19)	Management Accounting	4 Credits (3-1-0)	BUL4481
Major or Discipline Specific Core (DSC20)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Minor or Discipline Specific Elective (DSE7)	To be Chosen from List	4 Credits	

New Structure

Bachelor of Business Administration (Honors)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII 8			
Major or Discipline Specific Core (DSC17)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Major or Discipline Specific Core (DSC20)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Minor or Discipline Specific Elective (DSE7)	To be Chosen from List	4 Credits	

Existing Structure

Bachelor of Business Administration (Honors with Research)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII 8			
Major or Discipline Specific Core (DSC21)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC22)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441

New Structure

Bachelor of Business Administration (Honors with Research)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII 8			
Major or Discipline Specific Core (DSC21)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Minor or Discipline Specific Elective (DSE8) - Courses from Allied Schools	To be Chosen from List	4 Credits	
Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441

Agenda Item 2: Alignment of Course Structure of FYUP (Business Administration) for 4th Year with 1st year of MBA- 2025 Course Structure as per NEP-2020.

The discussions were made regarding the alignment of course structure of FYUP (Business Administration) for 4th year with 1st year of MBA-2025. The house deliberated on different issues arising with respect to aligning the course structure of FYUP (Business Administration) for Batch-2022 and MBA 2025 as per NEP. Course structures of different Universities offering

Dr Deepali Kumar Jain

55

both FYUP Business Administration and 2-Year MBA program were reviewed and discussed. The deliberations were made and the house unanimously agreed that course structure of 4th year of FYUP Business Administration and 1st Year of MBA is very complex and should not be aligned for the benefit of the students.

Agenda 3: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Based on the feedback received from the Alumni of SoB , industry experts and discussion with members of BoS held on 20th February 2025, the house discussed the possibility of offering Specialization of 'Business Analytics' in 3rd Semester of Two-year MBA program from 2024 batch and onwards. It was agreed that the course titles and contents of Business Analytics specialization as approved in BoS meeting held vide no. SMVDU/SoB/19/1710 dated 7th June, 2019 will be offered to MBA Batch 2024 and onwards. It will be offered as one of the specializations along with other specializations including Human Resource Management, Marketing Management and Finance. The minimum number of students required to start the specialization of Business Analytics will be as per Section 2 Clause 1.J of Academic rules and regulations applicable from academic session 2024-25 onwards.

However, two new courses titled as "Big Data Analytics" and "Enterprise Analytics" were added as per the existing course structure of other specialization under 'Choice Based Credit System". The course contents of the 2 new courses were also presented and found suitable to offer under 'Business Analytics' specialization.

The course structure of MBA-2025 was also reviewed to categorize the courses offered as per the nomenclature given by the university to classify Post Graduate Courses as per NEP 2020. Therefore, the courses offered under MBA program were categorized as 'Department Core Course (DCC)', 'Ability Enhancement Courses (AEC)', 'Value Addition Course (VAC)', 'Skill Enhancement Course (SEC)', and Department Elective Course (DEC)' respectively.

External Experts raised their concern related to the course title "Research Methodology with SPSS and Excel', 'Marketing Decision Making' and 'Supply Chain Management' in Semester 2 of MBA 2025 Batch. After deliberations on the course contents of these courses, the said courses were renamed to 'Research Methods and Applications", 'Integrated Marketing Practices' and 'Supply Chain Operations' respectively.

Dr. Deepak Kumar Jain

Agenda 4: Review the Program Specific Outcomes (PSO) of Four-Year Undergraduate Program (FYUGP) & MBA and PEO of School of Business.

The PEO of School of Business, Program Specific Outcomes (PSO) of Four-Year Undergraduate Program (FYUGP) & Program Specific Outcomes (PSO) of MBA were presented for discussion. The same were endorsed unanimously by the board members.

Agenda 5: Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program of Batch 2024 and onwards.

Based on the feedback received from the Alumni of Integrated 2020 Batch of SoB and discussion with the members of BoS held on 20th February 2025, the house discussed the possibility of offering Specialization of 'Business Analytics' in 3rd Year and 4th Year of FYUP 2024 Batch and onwards. It was agreed that the 'Business Analytics' specialization will be offered to FYUP 2024 Batch and onwards. It will be offered as one of the specializations along with other specializations including HR, Marketing and Finance. The minimum number of students required to start the specialization of Business Analytics will be as per Section 2 Clause 1.J of Academic rules and regulations applicable from academic session 2024-25 onwards.

12 new course titles and contents were presented for deliberation for possible inclusion within the course structure of FYUP 2024 and onwards. All the titles were found suitable for induction under 'Business Analytics' specialization on FYUP 2024 Batch and onwards. The courses are:

3rd Year of FYUP 2024 Batch

Semester V	Credit (L-T-P)	Course Code
Fundamentals of Econometrics	4 Credits (3-1-0)	BULMI319
Data Mining and Warehousing	4 Credits (3-1-0)	BULMI321
Time Series Data Analysis	4 Credits (3-1-0)	BULMI323

Semester VI	Credit (L-T-P)	Course Code
Analytics for Business Strategies	4 Credits (3-1-0)	BULMI312
Recent Trends in Business Innovations	4 Credits (3-1-0)	BULMI314
Predictive Analytics	4 Credits (3-1-0)	BULMI316

4th Year of FYUP 2024 Batch

Semester VII	Credit (L-T-P)	Course Code
Social Media Analytics	4 Credits (3-1-0)	BULMI417
Applied Multivariate Analysis	4 Credits (3-1-0)	BULMI419
Database Management System	4 Credits (3-1-0)	BULMI421

Semester VIII	4 Credits (3-1-0)	Course Code
Supply Chain Analytics	4 Credits (3-1-0)	BULMI418
Econometrics for Business Analytics	4 Credits (3-1-0)	BULMI420
Business Analytics and Valuation	4 Credits (3-1-0)	BULMI422

Dr Deepak Kumar Jha

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Agenda 6: Any Other Issues with Permission of Chair

Dr. Hari Govind Mishra suggested a course title "Basics for Neuro Management" for possible inclusion in Semester 2 of 3rd Year for FYUP 2024 Batch in place of "International Business Management". Deliberations could not be made as the concern faculty was not present. Moreover, the contents of proposed course were also not shared by the concerned faculty members for review. Therefore, the issue was deferred for next meeting of Board of Studies of School of Business.

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

The meeting ends with vote of thanks to the chair.

Dr. Deepak Jain
Member Secretary, BoS, SoB

30/7/25

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.

Encl.

1. Course Structure of MBA 2025 Batch
2. Course Structure of MBA 2024 Batch
3. Course Structure of 4YUGP of 2024 Batch
4. Course Structure of Integrated MBA 2023 Batch
5. Course Structure of 4YUGP of 2022 Batch
6. Program Education Outcomes of School of Business
7. Program Specific Outcomes for MBA Program
8. Program Specific Outcomes for FYUP Program

विज्ञानं ब्रह्म

Shri Mata Vaishno Devi University

(A State University recognized under Section 2(f) and 12(B) of UGC act of 1956)

School of Business

Faculty of Management, SMVDU

Kakryal, Katra 18232

(52)

SMVDU/SoB/25/371 Dated: 17 July, 2025

Subject: Regarding approval for conducting 21st Board of Studies Meeting-cum-course curriculum development workshop of School of Business.

With reference to notification issued vide reference no. SMVDU/AA/25/1010 dated 23rd Jan, 2025 regarding re-constitution of Board of Studies of School of Business; this is to be submitted that July 29th, 2025 is proposed day for conduction of BoS of SoB. The date has ben prorposed keeping into consideration the availability of external experts (telephonically discussed). Mr. Arun Gupta, General Manager, Siemens, New Delhi- External Member expert (who will be joining the meeting in offline mode) and Prof. Kirti Bardhan-, IIM Lucknow, External Member expert (who will be joining the meeting in online mode) to adopt the enclosed agenda.

Besides one special invitee Prof. Parvez Mir-Islamic, Dean, School of Business Studies, University of Science and Technology (IUST), Awantipora, Kashmir (J&K) is also proposed to be part of this BoS-cum-Course Curriculum Development program. He has given his consent for the same.

In this context, the kind approval is sought for the following:

1. Conduction of Bos-cum-Workshop on 29th July, 2025;
2. Approval of online participation of Prof. Kirti Bardhan;
3. TA and Honorarium for external expert members;
4. Boarding and Lodging Arranagements at University Guest House from 28th July to 30th July;
5. Pic and drop facility for the external experts; and
6. Refreshment & Lunch at University Guest House on 29th July, 2025 for members.

Submitted for kind consideration and approval please

17/7/25

Head-SoB

Dean (FoM)

17.7.2025

Dean AA

(51)

श्री माता वैष्णो देवी विश्वविद्यालय

SHRI MATA VAISHNO DEVI UNIVERSITY

School of Business

Faculty of Management

Sub Post office-182320, Jammu & Kashmir

(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/25/372 Date: 17/07/25

AGENDA FOR 21st BOARD OF STUDIES

A 21st Meeting of Board of Studies (BoS) of School of Business, Faculty of Management, SMVD University (Katra, J&K) is scheduled to be held on **29-07-2025 (Tuesday)** at 10:30 AM., onwards to discuss and adopt the following Agenda:

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 2: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Agenda 3: Review the Program Specific Outcomes of Four Year Undergraduate Program (FYUGP).

Agenda 4: Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program from Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 5: As Any other issue with the permission of the Chair

17/7/2025

Member Secretary, BOS

Copy to:

- Dean, FoM
- Head, School of Business
- Dean, Academic Affairs.
- Registrar, SMVDU for information.
- Faculty Members of SoB.
- Office File.



Parvez Ahmad Mir (PhD, M. Phil, MBA)

(Professor)
CEO
Centre for Innovation & Entrepreneurship Development (CIED)
(CIED-IUST Foundation)
Islamic University of Science & Technology (IUST)
Awantipora
Postal code : 192122
Kashmir, Jammu & Kashmir-India-

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Email: mirparvez7@gmail.com
Email: Parvez.mir@islamicuniversity.edu.in

Brief Profile

Citizenship:	India
Ethnicity:	Kashmiri
Academic Experience	20 years
Education	i) PhD University of Kashmir-India ii) M.Phil. University of Kashmir-India iii) MBA University of Kashmir-India (Specialization: Human Resource Development iv) Diploma in Computer Applications Jammu & Kashmir Board of Technical Education-India iv) B.Sc. (Bio-Science) University of Kashmir
Leadership	Director & CEO, Centre for Innovation & Entrepreneurship Development (CIED-IUST Foundation) Dean School of Business Studies Head, Department of Management Studies Former Chairperson, Entrepreneurship Development Cell Former Head, School of Business Studies, Former Director, University Placement & Counselling Centre, IUST
Nationality:	Indian
Language Proficiency:	English, Urdu, and Kashmiri
Passport:	X-9973770 valid up to 18/09/2033
International Travel Experience:	England, Dubai, Singapore, Malaysia
References	i) Prof Ayaz Hassan Moon Ph. No: +91 9419014801 Email: ayaz.moon@islamicuniversity.edu.in ii) Prof Aijaz Rasool Mattoo Ph. No: +91 9419000388 Email: aijaz.mattoo@gmail.com iii) Prof Basharat Nabi Dar Mob No.: +919900022236 ***Email:*** darnabi@gmail.com
Family:	Nuclear family (Two Kids (Age :10 yrs (Male) & 9 yrs (Female) yrs. Wife: Former lawyer; Home Maker, Qualification. B.Sc., LLB
Date of Birth:	01-04-1974
Parentage:	Late Mr. Wali Mohammad Mir
Residence:	Shaheen Colony, Lane-2, H-10 Wanabal, (Yayil Road), Rawalpora, Postal Code: 190005. Kashmir, J&K State, India

Projects:

a) **Project Director**
EDP on Transformational Leadership for Micro & Small Industries
Project by SIDBI Govt of India *(Amount Rs. 0.50 lacs) (going On)*

b) **Project Director**
Startup India Seed capital Funding, *(Amount Rs 5.25 Cr)*
Department for promotion of Industry and Internal Trade (DPIIT) Government of India *(going on)*

c) **CoE-** Skill Development for Civil Engineering

d) Establishment of DST- NIDHI-iTBI at CIED IUST Foundation - Department of Science & Technology Government of India **(*Amount 4.92 CR)***
PI- Dr Parvez Ahmad Mir **(*going on*)**

e) **Project Director**
"STEM proposal for developing Entrepreneurship among youth of Kashmir"-Pilot Project by SIDBI-Govt. of India **(*Amount Rs. 0.60 Cr*)**
(*going on*)

f) CoE-Centre for Industry 4.0 (C4i4), Ministry of Heavy Industry, New Delhi
(Completed) (Amount Rs. 3.0 Cr)

g) **Project Director**
Evaluating the Design, Implementation and Impact of Udaan Scheme-A Mixed Method Approach (ICSSR-CRP-2023-554) **(*Amount Rs. 13.00 Lacs*)**
(*Completed*)

h) **Project Director**
" Agripreneurship Development in J&K" National Institute of Agricultural Marketing (NIAM) Jaipure **(*Amount Rs. 5.0 lacs*).** **(*Completed*)**

i) **Nodal Officer-Planning**
Technical Education Quality Improvement Programme (TEQIP-III)
Sponsored by World Bank & Ministry of Education-Govt. of India
(Amount 22.58 CR project) (Project officer-Planning) *(Completed-2021)*

j) "Challenges and Prospects of Handicraft sector in Kashmir"
Indian Council for Social Science Research -New Delhi -India
(Amount Rs. 9.00 lacs) (co-PI) *(Completed-2022)*

k) "A study on E-Waste Management in Central Business District- Srinagar"
Islamic University of Science Technology (IUST), Kashmir J&K-India
(Amount Rs 2.05 lacs) *(Completed-2019)*

l) "Entrepreneurship Awareness Camps (EAC) in IUST "
Department of Science & Technology (DST)-NIMAT, Govt. of India
(Amount Rs. 1.20 lacs) *(Completed-2018)*

m) "Satisfaction of Healthcare Professional's Towards Performance Appraisal System (PAS) in the J&K state"
University Grants Commission (UGC)- New Delhi-India
(Amount Rs. 8.24 lacs) *(Completed-2018)*

Achievements:

i) IIC-MoE, Govt. of India Ranking "4 star ranking-2024"
ii) IIC-MoE, Govt. of India Ranking "4 star ranking-2023"
iii) IIC MoE Govt. of India Ranking "3.5 star ranking 2022"
iv) ARIIA Ranking under "Band performance #" Rank" (All India Ranking under State Universities)-2021
v) IIC-MoE Govt of India "One Star Ranking-2019"

Start-ups Established in J&K:

Total No. of Start-ups facilitated/Mentored in last four years: **200+ Start-ups**
List of Startups Currently Being Incubated at CIED (w.e f. September, 2021): **55+ startups**

Policy Reports:

1. Drafted " IUST Startup Policy-2023" (available on IUST website)
2. Drafted " IUST IPR policy-2023" (available on IUST website)
3. Drafted University "E-Waste Policy-2022" (available on IUST website)
4. Policy Paper on "E-Waste Management in J&K State" (2019). (Available also on IUST website)
5. Policy Paper on "Performance Appraisal System (PAS) in the Healthcare Sector of J&K state" (2018). (Available also on IUST website)
6. Policy Report on J&K Waqf Board run Educational Institutions-(2015)
7. Pension Committee Report for Islamic University Science & Technology-(2011)
8. Report on Quality Improvement Programme (QIP)-
   Islamic University of Science & Technology –(2013)
9. Training & Development Report, Islamic University of Science & Technology (2013)
10. Examination Remuneration Report , Islamic University of Science & Technology-(2013)

Research Publications:

Case Study:

1. *Mir Parvez A.* & Umar Farooq (2025), " Wipro (India): Striving to Become a Global Brand" , in "Marketing Cases from Emerging Multinational Enterprises (eMNEs): National Brands Aspiring Champions on the Global Stage" by Zafar U. Ahmed & Omer F. Gent, pp. 304-313, Springer Publisher
(ISBN -978-3-031-63394-2).

Research Articles:

1. Manzoor Hajra. & **Mir Parvez A. &** Fazili S. B. (2025), " An Analysis of Trade Agreements on Trade between Belt & Road Initiative and Regional Comprehensive Economic Partnership Countries in Context of Regional Trade Agreements", *Foreign Trade Review*, pp 1-18.
2. *Ruheela H., **Parvez A. Mir**, S. Andrabi, M. Liyakat, H. Din, & Urba Malik (2025),* "Reviving Kashmiri Handicrafts: Aligning with un SDG-8 for Sustainable Economic Growth of Kashmiri Industry", *Journal of Life Style & SDG's Review, Vol (5), pp 1-25* *(ISSN-2965-730X)*

3. Asifat Shafi , **Mir Parvez A**. & Imran ul Amin (2023), "Entrepreneurial Intention Among The Youth Farmers To Enter The Kashmiri Saffron Industry", *Journal Research Administration, Society of Research Administration International , vol. 5. (2), pp 3780-3799.* ISSN:1539-1590 | E-ISSN:2573-7104
4. Manzoor Hajra & **Mir Parvez A.** (2022), "The Impact of Regional Trade Agreements on Trade between India and Belt & Road Initiative Nations", *Productivity*, 63(2), pp 169-176.
5. Ishrat S. & **Mir Parvez A.** (2022) The Effect of Job Transfer on Employee Satisfaction: A Study of Hospital Paramedic Staff" , *Res Militaris (resmilitaris.net), vol.12 (3),* (November) , pp 3043-3055.
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7. Asifat Shafi & **Mir Parvez A.** (2022), "Revival of Kashmiri Saffron Industry: An Exploratory Study", *Journal for International Business and Entrepreneurship Development*, Vol.14 (2), pp 222-243.
8. **Mir Parvez A.** & Ishrat S. (2021), "Exploring the Impact of Job Transfer on Career Progression among Healthcare Workers in Kashmir Division", *International Journal of Mechanical Engineering*, Vol 6 (Sp.), Nov-Dec, pp 843-840. ISSN-0974-5823
9. Hajra M. & **Mir Parvez A.** (2022), " A Critical Analysis of the Regional Trade Agreement Among One Belt One Road Nations", *ECS Transactions*, 107(1), pp. 5343-5357
10. Mir Aijaz A. & **Mir Parvez A.** (2021), " Exploring the role of Supply Chain Management in Jammu and Kashmir's Horticulture Apple Products", *International Journal of Mechanical Engineering*, vol. 6 (Spl. Nov-Dec), pp 207-213 ISSN: 0975-5823
11. Ruheela H. & **Mir Parvez A.** (2021), Handicrafts and Handicraft Artisans of Kashmir: Understanding the Challenge and Concerns, *Review of International Geographical Education* Online (Accepted) ISSN 2146-0353
12. Hassan Ruheela & **Mir Parvez** A.(2021), "Marketing Problems experienced by Handicraft artisans of Kashmir", *Anvesak Journal*, Vol. 51 (02) (VII) pp 20-27. ISSN 0378-4568
13. Hajra M. & **Mir Parvez A.** (2021), ' The Impact of Regional Trade Agreements on Trade Among One Belt One Road Nations: A Critical Analysis using Structural Gravity Framework', *Oeconomia Copernicana*, **Accepted** E-ISSN-2083-1277
14. Hassan Ruheela & **Mir Parvez** A.(2020), 'Problems and Revival of Handicraft Industry in Kashmir-An Analysis', *Journal of Critical Reviews*, vol.7, No. 18, pp 3486-3494. ISSN:2394-5125
15. Mir Aijaz Ahmad & **Mir Parvez** A. (2020), 'A Conceptual Study on Supply Chain Management of Apples in Kashmir: Issues and Challenges', *Shodh Sarita Journal*, Vol. 7 No. 28 (October-December) pp. 473-478 ISSN: 2348-2397
16. Ellahi S. Ather & **Mir Parvez** A. (2020), ' A shift towards Eco-friendly: An Analysis of the factors influencing Consumer buying decision and regulatory norms concerning green Agro products in J&K', *International Journal of Business and Management Invention (IJBMI), March, vol. 9(3), pp 54-60.*
17. Ellahi S. Ather & **Mir Parvez A.** (2020), ' A study on promotion sub-structure for fruits and Vegetables in India', *Airo International Research Journal, vol.13(1), pp.399-409.*
18. Mir Aijaz Ahmad & **Mir Parvez** A. (2020), 'A Study on Horticultural Development and its Marketing in the state of Jammu & Kashmir', *Shodh Sarita Journal, Vol. 11 No: 40, (October-December)* pp. 352-356. ISSN-2229-3620
19. **Mir Parvez A.** & Gull S. (2020), "Performance Appraisal System-Issues and Challenges: A thematic Review", Shodh Sarita *Journal, Vol. 8 No.: 27 (v) (July-September)* pp. 332-336. ISSN:2348-2397

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22. Gull S. & Mir Parvez A. (2018), "A study on Performance Apprarsal errors in Selected private Multi-Speciality Hospitals in J&K", *International Journal of Multidisciplinary (Sp. Issue)*, pp 397-400. (ISSN: 2455-3085)

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31. **Mir Parvez A.** (2013), "Satisfaction of Healthcare Professionals towards Performance Appraisal System (PAS)", *Indian Journal of Applied Research*, (June issue), Vol 3 No 6 pp 358-360 (ISSN 2249-555X)

32. Gawhar R. & **Mir Parvez A.** (2013), "A Study of Organizational Ethos: A Case of J&K bank", *Abhinav: Journal of Research in Commerce & Management*, (June issue), Vol 6, No 7 pp 109-116 *(ISSN-2277-1166)*

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34. **Mir Parvez** (2011), "An Empirical Investigation in Delivering the Quality Healthcare Services to Patients", *Indian Journal of Marketing, vol.41. No. 11. (November).* *(ISSN- 0973-8703)*

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37. Ishfaq A. M. & **Mir Parvez** (2010), "Occupational Structure of Fisherman Community-An Empirical Study", *Kashmir Journal of Social Sciences(KJSS), University of Kashmir Vol. No.4 pp 199-210*

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43. **Mir Parvez A**., Fiona J., & Mattoo A. R. (2007), "Healthcare Scenario in India" *Third Concept, vol. 21 (250),pp 51-53.* *(ISSN-0970-7247)*

44. Mattoo A. R. & **Mir Parvez A**. (2006), "A Critical Evaluation of Human Development Schemes in India: An Overview", *The Business Review,* 12(1).pp.18-34

(ISSN-0972-8384)

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46. **Mir Parvez A**. (2024), *"Psychometric errors in Performance Appraisal system in the Health care sector"*, (Communicated).

47. **Mir Parvez A**. (2024), "e-waste management : Issues and Challenges in the J&K", Journal of Management & Labour Studies, (Communicated)

Book Chapters:

1. **Mir Parvez A**. (2021), " CIED IUST Foundation Nurturing the Stars", Beyond 370 Jammu and Kashmir Speaks to power by Vinita Singh Aggarwal Prabhat Prakashan New Delhi . pp 260-266 *(ISBN-978-93-5562-059-0)*
2. **Mir Parvez A.** (2021), " Satisfaction of Employees Towards Performance Appraisal System (PAS):An Empirical Study in Healthcare Sector", Advances in Global Business Research (AGBA), vol.17 No.1, pp. 40-48.

(ISSN-1549-9332)

3. **Mir Parvez A.** (2021), " E-waste issues and Challenges in Jammu & Kashmir" Future of E-Waste Management: Challenges and Opportunities ed. Dr Navtika Singh Nautiyal & Shuchita Agarwal, pp. 59-70, Thomson Reuters South Asia NCR-Delhi.

(ISBN: 978-93-90529-85-8)

4. **Mir Parvez A.** (2020), "Supply Chain Management Issues of Kashmiri Apple", Business Management Practices: Emerging Issues", Vol.II ed, Dr G. Vani, Dr M. Ganesh B., Dr B. Karthikeyan, & Dr A. Veenapani, pp 19-23, Archers & Elevators Publishing House.

(ISBN:978-93-88805-95-7)

5. Zeenaz Elizabeth, Fiona J., **Mir Parvez A.** (2014), "The Influence of Cross-Cultural Dynamics on Global Leadership: A study", Cross- Cultural Management: Practice and Research, Chapter No. 12, edited by Neelu Rohmetra & Anil Gupta, pp. 195-209 Primus Books

(ISBN: 978-93-80607-71-9)

6. **Mir Parvez A.** (2013), "Multitasking- A Survival Strategy for Human Capital in the Technological Era", Niruta Publications Bangalore, (April) pp. 363-368.

(ISBN-81923424-6-8)

Administrative Experience:

a) **Dean School of Business Studies** **(w.e.f. 1st Feb, 2024)**

b) **Director & CEO** **(w.e.f. 06th Sep, 2021)**
Centre for Innovation & Entrepreneurship Development (CIED)
Islamic University of Science and Technology
Awantipora Kashmir J&K-India

c) **Head** **(w.e.f. 1st Feb.2024)**
Department of Management Studies
Islamic University of Science & Technology
Former Head (July, 2017- 17 May 2021)
Entrepreneurship Development Cell
Islamic University of Science & Technology
Awantipora Kashmir J&K-India

d) **Nodal Officer-Planning** (w.e.f. July, 2018)
Technical Education Quality Improvement Programme (TEQIP-III)
Sponsored by World Bank & Ministry of Human Resource Development-
Govt. of India (21.0 crore project)

e) **Coordinator** (w.e.f. Dec. 2017)
Entrepreneurship Startup Cell
Industry-Institute Interaction Cell
Islamic University of Science & Technology

f) **Coordinator** (w.e.f. July, 2020)
Industry-Innovation Council
Islamic University of Science & Technology
Ministry of Human Resource Development, New Delhi
Government of India
Islamic University of Science & Technology (IUST)

g) **Head**
School of Business Studies (March, 2007 to June 2011)
Islamic University of Science & Technology

h) **Head**
University Placement & Counseling Centre (Nov. 2009 to Oct. 2011)
Islamic University of Science & Technology

Additional Assignments:

a) **AICTE Innovation Ambassador (IA)** for promoting Innovation and Entrepreneurship across UT of J&K.
b) **AICTE Coordinator** for Idea Lab in IUST

Committee Member:

i) Member Executive Council of IUST
j) Member Academic Council of IUST
k) Chairman Board of Studies (BOS), School of Business Studies, IUST
l) Member , Board of Research Studies (BORS) Department of Management Studies
m) Member , Board of Research Studies (BORS) Department of Economics
n) Member, Board of Studies , Cluster University Kashmir

Career Progression (substantive) in IUST w.e.f. 16-06-2006:

S. No	Designation	Grade	Date	to
1	Assistant Professor	6000	16-06-2006	15-6-2010
2.	Sr Assistant Professor	7000	16-06-2010	15-06-2015
3	Sr Assistant Professor	8000	16-06-2015	15-06-2018
4	Associate Professor	131400-217100 (9000)	16-06-2018	15-06-2021
5	Professor	AGP 14 level	16-06-2021	continuing

Other Academic Experience (Contractual) (before 16-06-2006):

1. Assistant Professor 01-03-2004 15-06-2006 University of Kashmir
2. Assistant Professor 01-07-2003 28-02-2003 Punjab Technical University
3. Research Associate 01-01-2003 30-06-2003 SRC University of Kashmir

Educational Qualification:

1. PhD In Management (2007)
   Topic: A study of Human Resource Development (HRD) Climate in the Hospitals and Its impact on Patient Satisfaction
   University of Kashmir-India
2. M.Phil. In Management (2001)
   Topic: A Study of Human Resource Development (HRD) climate in the Hospitals of Kashmir
   University of Kashmir India
3. Master of Business Administration (2001)
   Specialization: Human Resource Development and Marketing
   University of Kashmir-India
4. Diploma in Computer Application (1997)
   Industrial Training Institute
   Jammu & Kashmir Board of Technical Education
   Jammu & Kashmir (J&K)-India
5. B.Sc. (1996)
   Specialization: Bio Science
   University of Kashmir-India

Certification:

i) Completed AICTE sponsored **Innovation Ambassador (IA)** (Basic & Advanced, two credit each) training Programme (2023)
ii) "Emotional Intelligence" AICTE sponsored St Martin's College of Engineering AP (2021)
iii) Intellectual Property Rights from LexLife India under Ministry of Corporate Affairs, Government of India (2020)
iv) HR Management and Analytics from Amity University New Delhi (2020)
v) Digital Marketing Strategies from Amity University New Delhi (2020)
vi) Accredited Management Teacher (AMT) Certification -Certified by All India Management Association- New Delhi-India (2009)

Courses Taught at Post Graduation Level (Master Business Administration level):

i) Entrepreneurship and Innovation Development
ii) Human Resource Development (HRD)
iii) Leadership Dynamics and Team Development
iv) International Marketing
v) Marketing Management

PhD Supervision:

1. No. of Students awarded PhD: 06
2. No. of PhD Students under submission: 02
3. No. of PhD student under supervision: 04 (Residency incomplete)

Workshops/Training Courses Organized: (More than 400+ organized)

- National Level "Tourism and Entreprencurship Conference" organized in association with School of Business Studies (16-17 April, 2025)
- National Level *"Academia-Industry Conclave 4.0 -From Ideation to Industry"* organized (12-13 November, 2024)
- National Level *"Academia-Industry Conclave 3.0 -From Ideation to Industry"* organized (15-16 November, 2023)
- Launch of eight Food Products in association with GIAN-India in three day food festival "*Aalav*" organized by JKRLM & GIAN-India (23-25 September, 2022)
- National Level *"Academia-Industry Conclave 2.0 -From Ideation to Industry"* organized (11-12 May, 2022).
- Workshop on "*Digital Marketing for MSME unit holders*", organized (11-12 May, 2022)
- Workshop on " *Entrepreneurial Challenges in Food Business*" organized (11-12 May, 2022).
- Workshop on " *Entrepreneurial Challenges Small Business*" organized (11-12 May, 2022).

- Exhibition for "*New Entrepreneurial Venture*" organized (12-May, 2022).
- Launch of "*Female Cricket Bat and Female Cricket team*" in IUST(11-May, 2022)
- Two day "*Innovation evaluation programme for J&K Innovators*" in CIED (08 & 09/03/2022)
- One day awareness programme on " *NBA process and its implementation*" in association with Department of Management Studies IUST (30/03/2022)
- One day awareness programme on " *Forex as Entrepreneurial option*" in association with FX Millennium Dubai (22-03-2022)
- One day sensitization programme on "*Innovation and Entrepreneurship programme*" for the students of Govt. Degree College Anantnag.
- One day awareness programme on "*Innovation and entrepreneurship for faculty* "in association with GIAN India (11/03/2022)
- Organized one day national workshop on " *Fundamentals of Patenting*" (17/03/2022)
- Organized " *Industry-Academia Meet-2022*" at Industrial Estate Lassipora (9-02/2022)
- Organized *Academia -Industry-Innovators* Meet in IUST(04/01/2022)
- Organized capacity building workshop on *"Innovation and entrepreneurship"* for J&K Degree College Principals (06/12/2021)
- Organized "National *Entrepreneurs Conclave-1.0*" sponsored by TEQIP-III & EDC-IUST (30 March, 2021)
- Organized *"International Entrepreneurs Day"*, (21 August, 2020)
- Organized four days' workshop on " *Digital Marketing and Public Relations as Entrepreneurial Opportunity"*, (20-23 July, 2020)
- Organized sixteen (26) "*Entrepreneurship Awareness Camps*" in IUST in the year 2017-18 -2019) (Highest No. of seminars by EDC)
- Organized two week workshop on " *Technical Communication*" for IIT Mumbai (08/10/2015 to 5/12/2015)
- Organized three week workshop on "*Personality Development for Youth*" for Engineering Students in association with Aspire Group New Delhi (October 2009)
- Organized three week workshop on "*Personality Development for Youth*" for Engineering Students in association with Aspire Group New Delhi (April 2010)
- Organized one day seminar on "*Problems of Youth in J&K*" in association with Mercy Corps International (2010 Dec.)
- Organized one day workshop on "*Capacity Building among Youth*" in association with IGSSS (2010).
- Organized 1st & 2nd plantation derive "*Go-Green*" in association with Times of India (2008 & 2009).
- Organized first seminar on "*Invisible global market*" in IUST (2007).

Books:

1. Power and Influence (2020), by Gawhar R., **Parvez A. Mir** & Jaya Basin, Lambert Academia Publishing available on Amazon.
2. E-Waste Management by Parvez A. Mir Blue Rose Publishers (in Press).

Reviewer

o) *Sage Publication Journals*

p) **AICTE- Expert:** - Expert Reviewer for developing E-Content in Marketing Specialization - (w.e.f 1st July , 2021)

Seminars/ workshop/Faculty Development Programme Attended:

a) Participated in Three days workshop on " Developing successful Incubators" at KIIT-Bhubaneshwar

b) Participated in Five days' workshop on " Entrepreneurship Development" at Ni-MSME Hyderabad

c) Participated in ten days Online Skill Development workshop on "Emotional Intelligence" organized by St Marin's College Engineering College, Secunderabad sponsored by All India Council of Technical Education (AICTE) (21-09-2020 to 25-09-2020)

d) Participated in ten days Online Skill Development Programme on "Social Media Digital Marketing" organized by Bhartiyiar University, Coimbatore Tamil Nadu (02-09-2020 to 12-09-2020)

e) Participated in two day Faculty Development Programme on *'Leadership development'* organized by Indian Institute of Management-Jammu (5-6 Dec. 2019).

f) Participated in one week Faculty Development Programme on *'Leadership Development'* organized by Indian Institute of Management-Trichy (Feb. 2018)

g) Participated in two day Faculty Development Programme on *'Entrepreneurship development'* organized by All India Council of Technical Education & Panjab University Chandigarh (5-6 Jan, 2018)

h) Participated in two week FDP on *'Entrepreneurship Development'*, organized by Entrepreneurship Development Institute of India (EDII)-Ahmadabad (18- 29 Dec. 2017)

i) Participated in two days international conference on "Sustainable Development & Technological Innovations" sponsored by All India Council of Technical Education & School of Business Studies and presented research paper on *Sustainable Management of Kashmiri Saffron for Value Creation* (23-24th December, 2015)

j) Participated in two days international conference on "Sustainable Development & Technological Innovations" sponsored by All India Council of Technical Education & School of Business Studies and presented research paper on *Sustainable Training & Development program for Handicraft Sector in J&K State*. (23-24th December, 2015).

k) Participated in two days international conference on "Sustainable Development & Technological Innovations" sponsored by All India Council of Technical Education & School of Business Studies IUST and presented research paper on *Sustainable Performance Appraisal System in Healthcare.* (23-24th December, 2015).

l) Participated in two days International seminar on "Role & Place of Bediuzzaman Said Nursi's Thought in 21st Century " and presented Research paper entitled " *Peace & brotherhood in Resal-e-Nur"* organized by Istanbul foundation for Science & Culture, Turkey & Islamic University of Science & Technology J&K (21-22 August, 2014)

m) Participated & Presented research paper entitled " *Need to redesign the Performance Appraisal System in the Healthcare Sector* " in national Seminar at Department of HR & OB, Central University of Jammu (23-24 November, 2013)

n) Participated & Presented research paper entitled " *OCTAPACE Culture in the Healthcare sector: A Quantitative Analysis"* in International Seminar on Operation research & optimization techniques" at Department of Statistics, University of Kashmir (21th & 23th October, 2013)

o) Participated & Presented research paper entitled *" A Study of Kashmiri Saffron under the Value Chain Model"* in International Seminar on Contemporary Issues in Business, Management & Finance(CIBMF-II)(28th & 29th September, 2013)

p) Participated & Presented research paper entitled " *Indian Education System in the Globalization Scenario: Current Challenges & Future Prospectus"* in National Seminar on Muslim Response to Modern Education organized by Department of Islamic Studies, IUST (2nd & 3rd July, 2013)

q) Presented Research paper entitled "*Multitasking- A Survival Strategy for Human Capital in the Technological Era"* at the "International Conference on leveraging operations & IT for sustainable Development-ICOIT-2013 at CMR Institute of Management Studies Bangalore (24th -25th April, 2013)

r) Participated and presented Research paper entitled "*Business Education in the era of Globalization"* in the National Conference on Emerging Trends in Business Education: Challenges and Prospects at P.G Department of Management Studies, ICSC Srinagar, J&K (29th-30th March, 2013)

s) Participated and presented Research paper entitled *"Role Stress among the Employee of Higher Education"* in National Conference on Commerce at Department of Business & Financial Studies, University of Kashmir (21st September to 23rd September, 2012).

t) Participated and presented Research paper entitled "*Branding of Kashmiri Saffron under the Value Chain Model: A Revive Strategy* " in the National Conference on Supply Chain Problems at Shri Mata Vaishno Devi University (SMVDU) Katra, Jammu (1st September, 2012).

u) Participated and presented Research Paper entitled "*A Conflict Resolution Strategy : OCTAPACE Culture in the Health Care Sector"* in International seminar on " *Impact of Peace, Conflict and Disturbance on Economic development Processes"* at P.G. Department of Economics, University of Kashmir, Srinagar (May 11-13th , 2012).

Industrial Tour/Training Organized:

i) International industrial tour for MBA-International Business 3rd semester in various industries at Dubai-2016
ii) International industrial tour for MBA-International Business 3rd semester in various industries at Singapore-2017
iii) International industrial tour for MBA-International Business 3rd semester in various industries at Malaysia-2017
iv) National industrial tour for MBA 3rd semester in various industries at New Delhi-.2015
v) National industrial tour for MBA 3rd semester in various industries at New Delhi 2016.
vi) National Industrial tour for MBA 3rd semester in various industries at New Delhi 2018
vii) Destination Tourism project tour for MBA 3nd sem. students in Union Territory Ladakh-2019
viii) Organized Destination Tourism project tour for MBA 3rd sem. students in Gurez-Kashmir-2018

Sd/-

(Parvez Ahmad Mir, PhD)

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SHRI MATA VAISHNO DEVI UNIVERSITY

School of Business, Faculty of Management

Sub Post office-182320, Jammu & Kashmir

(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/25/ 348 Date: 21st July 2025

Mr. Arun Gupta
General Manager
Siemens

Dear Sir,

Subject: Invitation Letter

We are pleased to inform that the meeting of Board of Studies (BOS) of School of Business is scheduled to be held on 28th July, 2025 (Monday) at 10:30 a.m., onwards in the Conference Room, School of Business, Shri Mata Vaishno Devi University, Kakryal, Katra.

We request you to kindly make it convenient to attend the meeting. The agenda for the meeting is:

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 2: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Agenda 3: Review the Program Specific Outcomes of Four-Year Undergraduate Program (FYUGP), and MBA; and to review Program Educational Objectives of School of Business.

Agenda 4: Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program from Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 5: As Any other issue with the permission of the Chair

Your valuable suggestions are solicited in the meeting, since they will help us in serving better.

Hoping to have warm and sustained relationship.

With Regards

21/7/2025

Dr. Deepak Jain
Member Secretary - Board of Studies,
School of Business,
Faculty of Management,
Shri Mata Vaishno Devi University,
(Katra, J&K, India)

(35)

श्री माता वैष्णो देवी विश्वविद्यालय

SHRI MATA VAISHNO DEVI UNIVERSITY

School of Business, Faculty of Management

Sub Post office-182320, Jammu & Kashmir

(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/25/ 349 Date: 21st July 2025

Prof. Kirti Bardhan
IIM Lucknow
Uttar Pradesh, India

Dear Sir,

Subject: Invitation Letter

We are pleased to inform that the meeting of Board of Studies (BOS) of School of Business is scheduled to be held on 28th July, 2025 (Monday) at 11:00 a.m., onwards in the Conference Room, School of Business, Shri Mata Vaishno Devi University, Kakryal, Katra.

We request you to kindly make it convenient to attend the meeting. The agenda for the meeting is:

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 2: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Agenda 3: Review the Program Specific Outcomes of Four-Year Undergraduate Program (FYUGP), and MBA; and to review Program Educational Objectives of School of Business.

Agenda 4: Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program from Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 5: As Any other issue with the permission of the Chair

Your valuable suggestions are solicited in the meeting, since they will help us in serving better. However, as per your telephonic communication to Dr. Jyoti Sharma (Head – SoB), we request you to kindly join the meeting in an online mode via google meet - https://google.com/mgr-smrx-iqm

Hoping to have warm and sustained relationship.

With Regards

21/7/2025

Dr. Deepak Jain
Member Secretary - Board of Studies,
School of Business,
Faculty of Management,
Shri Mata Vaishno Devi University,
(Katra, J&K, India)

(39)

SHRI MATA VAISHNO DEVI UNIVERSITY

School of Business, Faculty of Management

Sub Post office-182320, Jammu & Kashmir

(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/25/ 380 Date: 21st July 2025

Prof. Parveez Ahmed Mir
Islamic University of Science and Technology (IUST)
Kashmir, J&K, India

Dear Sir,

Subject: Invitation Letter

We are pleased to inform that the meeting of Board of Studies (BOS) of School of Business is scheduled to be held on 28th July, 2025 (Monday) at 10:30 a.m., onwards in the Conference Room, School of Business, Shri Mata Vaishno Devi University, Kakryal, Katra.

We request you to kindly make it convenient to attend the meeting. The agenda for the meeting is:

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 2: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Agenda 3: Review the Program Specific Outcomes of Four-Year Undergraduate Program (FYUGP), and MBA; and to review Program Educational Objectives of School of Business.

Agenda 4: Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program from Batch 2022, Batch 2023, Batch 2024 and onwards.

Agenda 5: As Any other issue with the permission of the Chair

Your valuable suggestions are solicited in the meeting, since they will help us in serving better.

Hoping to have warm and sustained relationship.

With Regards

21/7/2025

Dr. Deepak Jain
Member Secretary - Board of Studies,
School of Business,
Faculty of Management,
Shri Mata Vaishno Devi University,
(Katra, J&K, India)

श्री माता वैष्णो देवी विश्वविद्यालय
SHRI MATA VAISHNO DEVI UNIVERSITY
Katra (J&K) 182320 (India)

SMVDU/AA/25/ 1500 A

Date: 22/07/2025

NOTIFICATION

Sub: Approval for conducting Curriculum Development Workshop followed by Board of Studies (BoS) of School of Business.

As approved by Competent Authority in reference to the proposal of School of Business duly forwarded by HoD, SoB and endorsed by Dean, FoM, Sanction is hereby accorded w.r.t the following:

1. Conduct of Curriculum Development Workshop of School of Business on 28th July,2025
2. Conduct of Board of Studies of School of Business on 28th July, 2025.
3. Permission to attend Curriculum Development Workshop to one special invitee Prof. Parvez Mir-Islamic Dean, School of Business Studies, University of Science and Technology (IUST), Awantipora, Kashmir (J&K) via online mode on 28th July,2025
4. Permission to attend Board of studies to external members Mr. Arun Gupta, General Manger, Siemens, New Delhi will join the meeting and Prof. Kirti Bardhan, IIM Lucknow will join the meeting in person & via online mode respectively on 28th July, 2025.
5. Payment of honorarium in favour of External Experts and External Members as per University rules.
6. Travelling Allowance as per University norms
7. Boarding & Lodging in the University Guest House
8. Transport facility (To and Fro from Guest's destination to SMVDU and Back) during the scheduled Program.
9. Lunch of 13 persons at University Guest House

Registrar

Copy to:-

1. Dean FoM, for information.
2. Finance Officer, for information.
3. Head, SoB, for information.
4. Faculty I/c Guest House, for information.
5. I/c Transport, for information and n.a.
6. PS to VC for the information of Hon'ble Vice Chancellor.
7. Concerned file.

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
Total Number of Electives: 6 courses

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.

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			**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 1st Paper)	------- To be chosen from list-------	3 Credits (3-0-0)	
Discipline Special Elective (Elective 2nd 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)	

(Elective 1st 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 3rd Paper)	------ To be chosen from list------	3 Credits (3-0-0)	
Discipline Special Elective (Elective 4th Paper)	------ To be chosen from list------	3 Credits (3-0-0)	
Choice Based Credit System Discipline Elective (Elective 2nd 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 System		**Choice Based Credit System**	
Rural Marketing	BUE7255	Competency Mapping and Assessment	BUE7261
Social Marketing	BUE7252	Cross-Cultural HRM	BUE7262

Finance		**Business Analytics**	
Semester 9	**Course Code**	**Semester 9**	**Course Code**
Behavioral Finance	BUE7481	Business Analytics using Data Mining	BUE7241
Security Analysis and Portfolio Management	BUE7275	Data Analytics in Finance	BUE7242
Choice Based Credit System		**Choice Based Credit System**	
Global Macro Economy and Financial Crisis	BUE7276	Business Intelligence	BUE7243
Forensic Audit and Fraud Investigation	BUE7277	Big Data Analytics	BUE7248
Semester 10		**Semester 10**	
Strategic Corporate Finance	BUE7271	Enterprise Analytics	BUE7249
Business Valuation, Mergers and Acquisitions	BUE7272	Marketing Analytics	BUE7245
Choice Based Credit System		**Choice Based Credit System**	
International Financial Management	BUE7071	Computational Analytics	BUE7246
Financial Derivatives and Risk Management	BUE7273	Social and Web Analytics	BUE7247

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

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

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;

CLO1: 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.

CLO2: 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.

CLO3: 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.

CLO4: 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.

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

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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;

CLO1: To explain basic and advance 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 statistical parameters/indicators 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 with hands on experience.

CLO4: To apply knowledge to solve simple tasks using computer and be able to perform a basic statistical modelling using computer software like SPSS/GRETL/E-Views.

COURSE CONTENTS

UNIT I (9 Contact Hours)

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

UNIT II (9 Contact Hours)

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

UNIT III (10 Contact Hours)

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

UNIT IV (10 Contact Hours)

Testing of Hypothesis, 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.

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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

CLO1: Demonstrate the Financial Statements for understanding of stakeholders, Analyze the impact of GAAP and its applications for Reporting and Compliance.

CLO2: Evaluate financial statements for strategic decision making.

CLO3: Interpret and apply the ongoing developments for Financial Reporting.

CLO4: Assist the Management in taking Strategic Decisions in the area of Corporate Finance.

COURSE CONTENTS

UNIT I (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 (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 (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 (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 (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.

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

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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;
CLO1: Students will be able to think in the terms of a professional economist.
CLO2: Students will be able to solve stylized quantitative questions in a business and economic context.
CLO3: 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.

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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. Assesment, William F. Samuelson; Wiley.

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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;

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.

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.

Reference Books

- Capon Noel and Singh Sidhartha S.; Managing Marketing, An Applied Approach, Wiley India
- Kotler Philip T. and Keller K. LaneMarketing 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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

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 (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.

Reference Books

- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, , Pearson
- Robbins, Judge, Sanghi, Organsiational Behaviour, Pearson
- Greenberg et al., Managing Organsitional 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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

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: 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.

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 Cherunilam, 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.

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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;

CLO1: Develop basic proficiency in conducting business research.

CLO2: To correctly identify the appropriate research methodology tool and technique to analyse and draw meaningful conclusion from research.

CLO3: 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.

Reference Books

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

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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;

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 (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.

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. Ltd, New Delhi, India

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

CLO1: 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.

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, 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.

CLO3: 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.

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: (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 – Commited 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 (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 (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 (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 (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.

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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

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 (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.

Text/Course 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.

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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;

CLO1: Demonstrate proficiency in fundamental human resources theories and concepts and how they apply to real world situations.

CLO2: Develop an understanding of the challenges of human resources management and successfully manage and resolve conflict.

CLO3: 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 (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 (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 (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 (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.

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;

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.

CLO5. 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.

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 Pvtl.imited,ISBN 9788126564408
- Social Media Marketing, 2nd edition, Tuten, Solomon, Sage, ISBN9789351509240
- Social Media Marketing, The Next generation of Business Engagement, Dave Evans,Wiley, ISBN9788126531493
- The Art of Social Media, Guy Kawasaki, Penguin, ISBN 9780241199473.
- Alhlus, Asif, Fenton,Google Analytics, Wiley

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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;

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.
CLO5: Evaluate the alternative ways of returning cash to shareholders and its implication for the firm.

COURSE CONTENTS

UNIT I (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 (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 (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 (9 Contact Hours)

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

UNIT V (9 Contact Hours)

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

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.

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;

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.

COURSE CONTENTS

Unit-I (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 (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 (10 Contact Periods)

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

Unit-IV (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 (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.

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.

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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:
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: 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.

Reference Books

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

2

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;

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 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.

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

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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;

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 (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, Divesture, 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.

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.
- Hunty 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;

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 and impact of leader's style on each member as well as teams as a whole performance.

CLO3: 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.

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

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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;

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 (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

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;

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.

COURSE CONTENTS

Unit I (9 Contact Hours)

Companies Act 2013: Company and Its Forms, Formation of a Company; Memorandum of Association and Articles of Association.

Unit II (10 Contact Hours)

Raising of Capital and Commencement of Business; Prospectus, Allotment of Shares, Membership of Company, Corporate Governance and Winding Up.

Unit III (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 (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 (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.

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

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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:
CLO1: To understand key concepts in the area of corporate governance.
CLO2: To provide an understanding on legal enforcement for management of corporate health in the interest of shareholder & public.
CLO3: 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.

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.

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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;

CLO1: Understand key concepts and factors influencing consumer behavior.

CLO2: Apply consumer behavior theories to marketing strategies.

CLO3: Evaluate the impact of technology, ethics, and sustainability on consumer behavior.

CLO4: Interpret consumer insights from real-world scenarios and formulate effective marketing responses.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Introduction to Consumer Behavior: Nature, scope, and importance. Market segmentation and consumer research. Cultural and cross-cultural influences

UNIT II (12 Contact Hours)

Psychological Influences : Motivation, personality, perception, Learning, attitudes, and attitude change, Influence of digital environments on psychology

UNIT III (13 Contact Hours)

Social and Personal Influences: Reference groups, family, roles, status, Opinion leadership, word-of-mouth, Online communities and influencer marketing

UNIT IV (13 Contact Hours)

Decision-Making Process: Models of consumer decision-making, Information search, evaluation, and purchase, Post-purchase behavior and customer satisfaction

UNIT V (13 Contact Hours)

Emerging Consumer Trends, Ethical and sustainable consumption, Technology-driven behavior: AI, voice assistants, metaverse, Neuromarketing and consumer neuroscience

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.

Reference Books

- Consumer Behavior by Leon G. Schiffman & Leslie Lazar Kanuk, Publisher: Pearson Prentice Hall
- Consumer Behavior by Leon G. Schiffman & Joseph Wisenblit, Publisher: Pearson
- Consumer Behavior: Buying, Having, and Being by Michael R. Solomon, Publisher: Pearson Education
- Consumer Behaviour: Insights from Indian Market by Ramanuj Majumdar, Publisher: PHI Learning

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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;

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.

CLO5. 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.

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 #120328066X
- Strategic Marketing 2nd edition, Anderson &Vineze, ISBN-8177225731
- Jim Sterne, Artificial Intelligence for Marketing, Wiley.
- Bart, Baesens, Analytics of Big data world, Wiley
- Eric Siegel, Predictive Analytics, Wiley

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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;

CLO1: Understand the importance of new product development.

CLO2: Evaluate the value of brands.

CLO3: Developing products and creating brands ethically.

COURSE CONTENTS

UNIT I (9 Contact Hours)

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

UNIT II (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 (9 Contact Hours)

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

UNIT IV (10 Contact Hours)

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

UNIT V (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.

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)

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

CLO1: Know how IMC fits into the marketing mix; and obtain a practical, real-world application of IMC theory.

CLO2: Understand how the communications process fits into and works with consumer behavior with emphasis on the consumer decision making process.

CLO3: 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 Adverting, E-PR Advertising Laws & Ethics: Adverting & 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.

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;

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 (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.

Reference Books

- Berman & Evans, Retail Mangement, 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
- Rosie & Sparks, 2005. Logistics & Retail Management, Viva Books

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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;
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 (10 Contact Hours)
Introduction, Service sector and GDP, services versus goods marketing, services marketing mix.
UNIT II (10 Contact Hours)
Service quality model, role of consumer in services, service expectations, delighting customer.
UNIT III (10 Contact Hours)
Service encounters, services marketing research tools, relationship marketing, customer pyramid, relationship bonds.
UNIT IV (9 Contact Hours)
Service recovery, service blueprint, service standards, physical evidence, servicescapes.
UNIT V (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.

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)

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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;

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 (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.

Reference Books

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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

CLO1: Understand the value of behavior change for social good.

CLO2: Analyze the social issues and their solutions.

CLO3: Implement social marketing strategies.

COURSE CONTENTS

UNIT (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 (10 Contact Hours)

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

UNIT III (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 (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 (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.

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	SP	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

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 (9 Contact Hours)

Organizational Psychology, Role of psychologist in Industry, Growth & development of organizational psychology in India, human factors and Industry problems,

UNIT II (10 Contact Hours)

Psychographic factors involved in employee's job performance, psychological tests in Industries: their utility, reliability and validity.

UNIT III (9 Contact Hours)

Conceptual framework of attitudes: factors influencing development of attitudes, implications for organizations,

UNIT IV (10 Contact Hours)

Employee morale, job satisfaction, practical implications of motivational theories, new directions in leadership research, emotional management,

UNIT V (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.

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

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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;

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 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.

Reference Books

- Jeffrey Pfeffer , Managing With Power: Politics and Influence in Organizations Harvard Business Review Press
- Samuel B. Bacharach Lawler, Edward J., Power and politics in organizations Samuel B. Bacharach, Edward J. Lawler.
- Gilbert W. Fairholm, Organizational Power Politics: Tactics in Organizational Leadership, Greewood Publishing group
- Cialdini, R. Influence: Science and Practice
- 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;

CLO1: Develop the skills and techniques of a successful negotiator.

CLO2: Differentiate negotiation styles and mental models, analyze their own and their partner's behavior in negotiations.

CLO3: Learn to counter manipulation and psychological press in negotiations.

COURSE CONTENTS

UNIT I (9 Contact Hours)

Foundations of Negotiation-conflict and its management; conflict management through Negotiation; Fundamentals of Negotiation; Negotiation Performance and Ability, Negotiation Style- Developing effective negotiation style.

UNIT II (9 Contact Hours)

Negotiation Process and Planning: Stages of Negotiation; Models 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.

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 Isenhart, 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 negotiator

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

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 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.

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;

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 (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 (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 (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 (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 (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.

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.

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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;

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 to analyze its external environment and internal capabilities and develop a strategic HR plan to enhance its long-run performance.

COURSE CONTENTS

UNIT I (10 Contact Hours)

Introduction to Strategic Human Resource Management, Challenges and Evolution; HR Strategies and Strategic HRM, Strategic Fit: Conceptual Framework.

UNIT II (10 Contact Hours)

Planning and Implementing Strategic HR policies: HR planning, Procurement, Training and Development, Compensation, Benefits, Separation, Performance Management, Job Designing.

UNIT III (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 (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 (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.

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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;
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.

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.

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

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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;

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 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.

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:

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 (8 Contact Hours)

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)

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)

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)

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)

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.

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;

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.

COURSE CONTENTS

UNIT I (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 (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 (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 (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 (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.

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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

CLO1: To familiarize students with the concepts and working mechanism of an open economic system.

CLO2: To familiarize students with the theories and classification of financial crises.

CLO3: To develop a clear understanding of the 3-equation model and financial crises.

CLO4: To familiarize students with the issues and polices 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.

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

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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
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 (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 (12 Contact Hours)
Tools for handing 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 (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 (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 (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.

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- IIIEBC 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;

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 divestures decision and conduct M&A analysis.
CLO5: Analyze the capital structure of the company and identify the factors influencing the financing policy of the company.
CLO6: Recognize the value of corporate risk management and develop basic ability to map and model corporate risk.

COURSE CONTENTS

UNIT I (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 (9 Contact Hours)

Defining Company Capital Allocation Philosophy and Targets, Strategic Capital Allocation and Benchmarking, Capital Management, Funding Capacity Analysis.

UNIT III (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 (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 (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.

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.

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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;

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.

COURSE CONTENTS

UNIT I (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 (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 (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 (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 (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.

Reference Books

- Mergers and Acquisitions Basics: The Key Steps of Acquisitions, Divesture 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;

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.

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.

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, Darron 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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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;

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.

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

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.

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

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BUE7241				Business Analytics using Data Mining		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;

CLO1: Write advanced SQL queries and stored procedures to preprocess data (using integration, cleaning and transformation) for visualization, modeling and interpretation; and can identify appropriate database technologies to meet a set of requirements and to recommend possible solutions.

CLO2: Create predictive models using statistical, data mining and machine learning techniques, and evaluate and interpret such models to support fact-based decision making.

CLO3: Work both independently and in a team to solve large data analysis projects; and to clearly communicate and present complex analytics results to business clients, using practical and simple business terms that can be understood by a general non-technical audience.

CLO4: Identify and evaluate appropriate data analytics techniques to be used depending on the specific information needs of the project, and to use data visualization tools to communicate data mining results in an effective way.

COURSE CONTENTS

Unit I (09 Contact Hours)

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

Unit II (09 Contact Hours)

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

Unit III (10 Contact Hours)

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

Unit IV (10 Contact Hours)

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

Unit V (1 Contact Hours)

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

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.

Reference Books

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

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BUE7242			Data Analytics 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	0	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 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 make students with different forecasting techniques.

COURSE CONTENTS

Unit I (09 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 (09 Contact Hours)

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

Unit III (10 Contact Hours)

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

Unit IV (10 Contact Hours)

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

Unit V (10 Contact Hours)

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

NOTE:	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

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

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BUE7243			Business Intelligence			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;

CLO1: The student should be able to understand business intelligence for competitive decisions

CLO2: The student must be able to able to understand the foundations and technologies for capturing intelligence for decision making

CLO3: The student must be able to know the capabilities and limitations of dashboards, comprehend query, reporting

CLO4: The student must be able to identify the stages and understand the ethical dimensions of business intelligence

COURSE CONTENTS

Unit I (09 Contact Hours)

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

Unit II (09Contact Hours)

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

Unit III (10 Contact Hours)

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

Unit IV (10 Contact Hours)

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

Unit V (10 Contact Hours)

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

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.

Reference Books

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

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BUE7248			Big Data 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	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;

CLO1: Understand basics of Big Data for laying down the foundation for students.

CLO2: Appreciate the various Big Data Platforms.

CLO3: Understand the various Big Data storage and processing techniques.

CLO4: Learn about the "Big data" in enterprises and appreciate the Big Data lifecycle.

COURSE CONTENTS

UNIT I (09 Contact Hours)

Fundamental Terminologies and Concepts, A Brief History of Big Data, Business Drivers that have led to Big Data Innovations, Characteristics of Big Data, Benefits of adopting Big Data, Challenges and Limitations of Big Data.

UNIT II (09 Contact Hours)

Basic Big Data Analytics, "Big Data" in the Enterprise, Big Data and Traditional Business Intelligence and Data Warehouses, Big Data Visualization, Common Adoption Issues, Planning for Big Data Initiatives, New Roles Introduced by Big Data Projects, Emerging Trends.

UNIT III (10 Contact Hours)

Development of scalable and yet elastic virtualized platforms using innovation to cluster commodity hardware components (either cycle harvesting from local resources or through cloud based utility computing services) coupled with open source tools and technology.

Big Data Storage and Processing Big Data Storage (Query Workload, Sharding, Replication, CAP, ACID, BASE), Big Data Processing (Parallel Data Processing, Distributed Data Processing, SharedEverything/Nothing Architecture, SCV).

UNIT IV (10 Contact Hours)

The New Information Management Paradigm, Big Data Implications for Industry, Emerging Database Landscape, Application Architectures for Big Data and Analytics, Data Modeling Approaches for Big Data and Analytics Solutions, Big Data Analytics Methodology, Extracting Value from Big Data: In-Memory Solutions, Real Time Analytics and Recommendation Systems.

UNIT V (10 Contact Hours)

Common Analysis and Analytics Techniques, A/B testing, Regression, Correlation, Text Analytics, Sentiment Analysis, Time Series Analysis, Network Analysis, Spatial Analysis, Automated Recommendation, Classification, clustering, Machine Language, Natural Language, Semantics, Data Visualization and Visual Analysis, Assessing Hierarchies, Part-toWhole Relationships, Plotting Connections and Relationships, Mapping Geo-Spatial Data, Foundational Big Data Technology Mechanisms, Big Data & Cloud Computing.

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.

Reference Books

- Turban E, Aronson, JE, Liang, TP &Sharda, Decision support and Business Intelligence Systems, 8th Edition, John Wiley & Sons
- Frank J. Ohlhorst, Big Data Analytics, 1st Edition, Wiley
- Efraim Turban, Ramesh Sharda, Jay Aronson, David King, Decision Support and Business Intelligence Systems, 9th Edition, Pearson Education

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BUE7249			Enterprise 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	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;

CLO1: To describe the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization.

CLO2: To summarize the regional, national and global footprint of a real-world business organization.

CLO3: To analyze trends in market standing and financial performance of a real-world business organization.

CLO4: To imagine the key challenges and opportunities for a real-world business organization in the immediate future.

COURSE CONTENTS

UNIT I (09 Contact Hours)

Selection of Enterprise for study: Enterprise History & Background, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations, Recent Mergers and Acquisitions.

UNIT II (09 Contact Hours)

Structure of Enterprise: Organization Structure/Organogram, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc. Online presence.

UNIT III (10 Contact Hours)

Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website. Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact.

UNIT IV (10 Contact Hours)

Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players.

UNIT V (10 Contact Hours)

Financial Performance: Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern.

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.

Reference Books

- Holsapple, C.W., Lee-Post, A. & Pakath, R. (2014). Business Intelligence and Analytics' Systems for Decision Support, 10th Edition, Pearson Education.
- Davenport, T.H. & DalleMule, L. (2017). Enterprise Analytics: Optimize Performance, Process, and Decisions Through Big Data, 1st Edition, Pearson FT Press.
- Laursen, G.H.N. & Thorlund, J. (2016). Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, 2nd Edition, John Wiley & Sons.

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BUE7245			Marketing 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	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;

CLO1: Use analytic approaches to transform marketing and sales data into actionable and appropriate marketing decisions

CLO2: Justify the use of a particular marketing analytics approach and communicate its managerial implications to a non-technical audience.

CLO3: Recommend marketing strategies that align forces in the external environment with the core competencies of the firm.

CLO4: Analyze the challenges that might influence the formulation of effective marketing analytics from a consumer behavior perspective.

COURSE CONTENTS

Unit I (09 Contact Hours)

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

Unit II (09 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 (10 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:	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

- 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, Berulle, Farris, Pfeifery, 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

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BUE7246			Computational Analytics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	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;

CLO1: To use statistical and computational analysis for business

CLO2: To define logic and use inferential analysis

CLO3: To understand neural network and predictive analysis

CLO4: To use and apply predictive analysis for real time management problems.

COURSE CONTENTS

Unit I (09 Contact Hours)

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

Unit II (09 Contact Hours)

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

Unit III (10 Contact Hours)

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

Unit IV (10 Contact Hours)

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

Unit V (10 Contact Hours)

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

NOTE:	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

- 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,
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- Marketing Metrices 3e, Bendle, Farris, Pferfery, Reibstein,
- Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Raj Kumar Venkatesan, Paul Farris, Ronald T. Wilcox
- Marketing Analytics: Optimize Your Business with Data Science in R, Python, and SQL, Dave Jacobs

BUE7247				Social and Web 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	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;

CLO1: To understand importance of web analytics in modern business

CLO2: To use web analytics for business insights

CLO3: To understand web metrics for behavioural and pattern analysis

CLO4: To use and apply software tools in management cases

COURSE CONTENTS

Unit I (09 Contact Hours)

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

Unit II (09 Contact Hours)

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

Unit III (10 Contact Hours)

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

Unit IV (10 Contact Hours)

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

Unit V (10 Contact Hours)

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

NOTE:	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

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

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)

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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

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

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

Semester & Nature of Course Semester-V	Name of Course	Credit (L-T-P)	Course Code
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 Semester-VI	Name of Course	Credit (L-T-P)	Course Code
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			Business Analytics		
Semester V	Credit (L-T-P)	Course Code	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	Fundamentals of Econometrics	4 Credits (3-1-0)	BULMI319
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	Data Mining and Warehousing	4 Credits (3-1-0)	BULMI321
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	Time Series Data Analysis	4 Credits (3-1-0)	BULMI323
Semester VI	**Credit (L-T-P)**	**Course Code**	**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	Analytics for Business Strategies	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 Innovations	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	Predictive Analytics	4 Credits (3-1-0)	BULMI316

श्री माता वैष्णो देवी विश्वविद्यालय
SHRI MATA VAISHNO DEVI UNIVERSITY
School of Business, Faculty of Management
Sub Post office-182320, Jammu & Kashmir
(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

Ref: SMVDU/SoB/25/393 Date: 30.07.2025

Minutes of 21st 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 28-07-2025 (Monday) at 10:30 AM onwards in the Conference Room of School of Business. The following members of BoS were present in the meeting.

1. Dr. Ashutosh Vashishtha, Professor –SoB, Dean – FoM - Member
2. Dr. Jyoti Sharma, Professor, SoB & Head - SoB - Chairperson
3. Dr. Supran Kumar Sharma, Professor – SoB - Member
4. Dr. Rashi Taggar, Assistant Professor – SoB - Member
5. Dr. Syeda Shazia Bukhari, Assistant Professor - SoB - Member
6. Dr. Deepak Jain, Assistant Professor - SoB - Member Secretary

All the Three External Experts i.e. Prof. Kriti Bardhan Gupta (Center of Food and Agribusiness Management, IIM Lucknow), Prof. Parveez Ahmed Mir (Islamic University of Science and Technology, Kashmir), and Mr. Arun Gupta (General Manager, Siemens) joined the meeting in the online mode through google meet link https://google.com/nqr-smrw-iqw

Dr. Arti Maini (Assistant Professor – SoB) and Dr. Sarabjot Singh (Assistant Professor – SoB) could not attend the meeting due to their engagement in Under Graduate Admission Process-2025.

Dr. Sushil Kumar Mehta (Associate Professor, SoB) was on Leave.

Dr. Hari Govind Mishra (Associate Professor, SoB) and Dr. Sanjay Kumar Mishra (Assistant Professor, SoB) did not attend the meeting.

Chairperson, Prof. Jyoti Sharma welcomed the members and external experts 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, BoS-SoB presented the agenda of Meeting and invited suggestions / recommendations over the following agenda items. The meeting was convened in order to discuss the following:

(5)

Agenda 1: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for the Batch 2022, Batch 2023, Batch 2024 and onwards.

In consideration of the corporate requirements, the house identified that some of the courses offered in Semester 8 (4th Year) of UG must be studied by both the categories of students i.e. those who are going to get Honors Degree in Business Administration as well as those students, who are going to get Honors with Research Degree in FYUP (Business Administration). Accordingly, some of the courses were re-arranged in the interest of the students. The changes are as follows:

The Course "Start-Up and New Venture Planning" is reallocated to Semester-8 (4th Year) for all FYUP Students (i.e. Bachelor of Business Administration (Honors) & Bachelor of Business Administration (i.e.Honors with Research); whereas, the Course "Decision Science for Managers", "Recent Practices in Supply Chain" were reallocated to Semester-8 (4th Year) for the students opting for Bachelor of Business Administration (Honors) degree.

The Course "Economics for Managers" and "Management Accounting" were shifted to Semester-7 (4th Year) for all FYUP Students (Bachelor of Business Administration (Honors) & Bachelor of Business Administration (Honors with Research).

The Course title "Emerging Technologies in Business" in Semester 8 is replaced by "Contemporary Environment for Business" and shall be offered in Semester 7.

The Course "Foundation Course in Research Methodology" will now be offered as "Research Methodology" under Semester 7 itself.

Existing Structure			
Bachelor of Business Administration (Honors)			
Semester & Nature of Course	**Name of Course**	**Credit (L-T-P)**	**Course Code**
Semester-VII / 7			
Major or Discipline Specific Core (DSC17)	Foundation Course in Research Methodology (at University Level)	4 Credits (4-0-0)	
Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUL4551
Major or Discipline Specific Core (DSC20)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Minor or Discipline Specific Elective (DSE6)*	To be Chosen from List	4 Credits	

New Structure			
Bachelor of Business Administration (Honors) /			
Semester & Nature of Course	**Name of Course**	**Credit (L-T-P)**	**Course Code**
Semester-VII / 7			
Major or Discipline Specific Core (DSC17)	Research Methodology	4 Credits (4-0-0)	BUL4601
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC19)	Contemporary Environment for Business	4 Credits (3-1-0)	BUL4521
Major or Discipline Specific Core (DSC20)	Management Accounting	4 Credits (3-1-0)	BUL4481
Minor or Discipline Specific Elective (DSE6)*	To be Chosen from List	4 Credits	

*The choice of courses under DSE6 remain unchanged.

Existing Structure

Bachelor of Business Administration (Honors)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII / 8			
Major or Discipline Specific Core (DSC17)	Emerging Technologies in Business	4 Credits (3-1-0)	BUL4521
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC19)	Management Accounting	4 Credits (3-1-0)	BUL4481
Major or Discipline Specific Core (DSC20)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Minor or Discipline Specific Elective (DSE7)	To be Chosen from List	4 Credits	

New Structure

Bachelor of Business Administration (Honors)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII / 8			
Major or Discipline Specific Core (DSC17)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Major or Discipline Specific Core (DSC20)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Minor or Discipline Specific Elective (DSE7)	To be Chosen from List	4 Credits	

Existing Structure

Bachelor of Business Administration (Honors with Research)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII 8			
Major or Discipline Specific Core (DSC21)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC22)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441

New Structure

Bachelor of Business Administration (Honors with Research)

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VIII 8			
Major or Discipline Specific Core (DSC21)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Minor or Discipline Specific Elective (DSE8) / Courses from Allied Schools	To be Chosen from List	4 Credits	
Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441

Agenda Item 2: Alignment of Course Structure of FYUP (Business Administration) for 4th Year with 1st year of MBA- 2025 Course Structure as per NEP-2020.

The discussions were made regarding the alignment of course structure of FYUP (Business Administration) for 4th year with 1st year of MBA-2025. The house deliberated on different issues arising with respect to aligning the course structure of FYUP (Business Administration) for Batch-2022 and MBA 2025 as per NEP. Course structures of different Universities offering

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both FYUP Business Administration and 2-Year MBA program were reviewed and discussed. The deliberations were made and the house unanimously agreed that course structure of 4th year of FYUP Business Administration and 1st Year of MBA is very complex and should not be aligned for the benefit of the students..

Agenda 3: Review of Course structure of MBA for 2025 Batch as per NEP-2020.

Based on the feedback received from the Alumni of SoB , industry experts and discussion with members of BoS held on 20th February 2025, the house discussed the possibility of offering Specialization of 'Business Analytics' in 3rd Semester of Two-year MBA program from 2024 batch and onwards. It was agreed that the course titles and contents of Business Analytics specialization as approved in BoS meeting held vide no. SMVDU/SoB/19/1710 dated 7th June, 2019 will be offered to MBA Batch 2024 and onwards. It will be offered as one of the specializations along with other specializations including Human Resource Management, Marketing Management and Finance. The minimum number of students required to start the specialization of Business Analytics will be as per Section 2 Clause 1.J of Academic rules and regulations applicable from academic session 2024-25 onwards.

However, two new courses titled as "Big Data Analytics" and "Enterprise Analytics" were added as per the existing course structure of other specialization under 'Choice Based Credit System". The course contents of the 2 new courses were also presented and found suitable to offer under 'Business Analytics' specialization.

The course structure of MBA-2025 was also reviewed to categorize the courses offered as per the nomenclature given by the university to classify Post Graduate Courses as per NEP 2020. Therefore, the courses offered under MBA program were categorized as 'Department Core Course (DCC)', 'Ability Enhancement Courses (AEC)', 'Value Addition Course (VAC)', 'Skill Enhancement Course (SEC)', and Department Elective Course (DEC)' respectively.

External Experts raised their concern related to the course title "Research Methodology with SPSS and Excel', 'Marketing Decision Making' and 'Supply Chain Management' in Semester 2 of MBA 2025 Batch. After deliberations on the course contents of these courses, the said courses were renamed to 'Research Methods and Applications", 'Integrated Marketing Practices' and 'Supply Chain Operations' respectively.

Agenda 4: **Review the Program Specific Outcomes (PSO) of Four-Year Undergraduate Program (FYUGP) & MBA and PEO of School of Business.**

The PEO of School of Business, Program Specific Outcomes (PSO) of Four-Year Undergraduate Program (FYUGP) & Program Specific Outcomes (PSO) of MBA were presented for discussion. The same were endorsed unanimously by the board members.

Agenda 5: **Introduction of Specialization 'Business Analytics' for Four Year Undergraduate Program of Batch 2024 and onwards.**

Based on the feedback received from the Alumni of Integrated 2020 Batch of SoB and discussion with the members of BoS held on 20th February 2025, the house discussed the possibility of offering Specialization of 'Business Analytics' in 3rd Year and 4th Year of FYUP 2024 Batch and onwards. It was agreed that the 'Business Analytics' specialization will be offered to FYUP 2024 Batch and onwards. It will be offered as one of the specializations along with other specializations including HR, Marketing and Finance. The minimum number of students required to start the specialization of Business Analytics will be as per Section 2 Clause 1.J of Academic rules and regulations applicable from academic session 2024-25 onwards.

42 new course titles and contents were presented for deliberation for possible inclusion within the course structure of FYUP 2024 and onwards. All the titles were found suitable for induction under 'Business Analytics' specialization on FYUP 2024 Batch and onwards. The courses are:

3rd Year of FYUP 2024 Batch

Semester V	Credit (L-T-P)	Course Code
Fundamentals of Econometrics	4 Credits (3-1-0)	BULMI319
Data Mining and Warehousing	4 Credits (3-1-0)	BULMI321
Time Series Data Analysis	4 Credits (3-1-0)	BULMI323

Semester VI	Credit (L-T-P)	Course Code
Analytics for Business Strategies	4 Credits (3-1-0)	BULMI312
Recent Trends in Business Innovations	4 Credits (3-1-0)	BULMI314
Predictive Analytics	4 Credits (3-1-0)	BULMI316

4th Year of FYUP 2024 Batch

Semester VII	Credit (L-T-P)	Course Code
Social Media Analytics	4 Credits (3-1-0)	BULMI417
Applied Multivariate Analysis	4 Credits (3-1-0)	BULMI419
Database Management System	4 Credits (3-1-0)	BULMI421

Semester VIII	4 Credits (3-1-0)	Course Code
Supply Chain Analytics	4 Credits (3-1-0)	BULMI418
Econometrics for Business Analytics	4 Credits (3-1-0)	BULMI420
Business Analytics and Valuation	4 Credits (3-1-0)	BULMI422

Agenda 6: Any Other Issues with Permission of Chair

Dr. Hari Govind Mishra suggested a course title "Basics for Neuro Management" for possible inclusion in Semester 5 of 3rd Year for FYUP 2025 Batch in place of "International Business Management". Deliberations could not be made as the concern faculty was not present. Moreover, the contents of proposed course were also not shared by the concerned faculty members for review. Therefore, the issue was deferred for next meeting of Board of Studies of School of Business.

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

The meeting ends with vote of thanks to the chair.

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.

Encl.:

1. Course Structure of MBA 2025 Batch
2. Course Structure of MBA 2024 Batch
3. Course Structure of 4YUGP of 2024 Batch
4. Course Structure of Integrated MBA 2023 Batch
5. Course Structure of 4YUGP of 2022 Batch
6. Program Education Outcomes of School of Business
7. Program Specific Outcomes for MBA Program
8. Program Specific Outcomes for FYUP Program

For 3 years (five semesters) of the undergraduate programme, followed by an exit 4-credit Vocational Course(s) / Job-Specific Internship and 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)

Undergraduate Certificate in Business Administration (after 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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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)	BULMD203
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 Trading in Indian Stock Market Public Speaking	2 Credits (2-0-0) 2 Credits (2-0-0) 2 Credits (1-1-0)	BULSE201 BULSE203 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

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			Business Analytics		
Semester V	**Credit (L-T-P)**	**Course Code**	**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	Fundamentals of Econometrics	4 Credits (3-1-0)	BULMI319
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	Data Mining and Warehousing	4 Credits (3-1-0)	BULMI321
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	Time Series Data Analysis	4 Credits (3-1-0)	BULMI323
Semester VI	**Credit (L-T-P)**	**Course Code**	**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	Analytics for Business Strategies	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	Recent Trends in Business Innovations	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	Predictive Analytics	4 Credits (3-1-0)	BULMI316

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Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VII			
Major or Discipline Specific Core (DSC16)	Research Methodology	4 Credits (3-0-2)	BUMMD401
Major or Discipline Specific Core (DSC17)	Economics for Managers	4 Credits (3-1-0)	BULMD401
Major or Discipline Specific Core (DSC18)	Contemporary Environment for Business	4 Credits (3-1-0)	BULMD403
Major or Discipline Specific Core (DSC19)	Management Accounting	4 Credits (3-1-0)	BULMD405
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)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402	Major or Discipline Specific Core (DSC20)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402
Major or Discipline Specific Core (DSC21)	Decision Science for Managers	4 Credits (3-1-0)	BULMD402	Minor or Discipline Specific Elective (DSE8) / **Courses from Allied Schools**	To be Chosen from List	4 Credits	
Major or Discipline Specific Core (DSC22)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BULMD404	Research Project / Dissertation	Duration Full Semester	12 Credits	BUDPR402
Major or Discipline Specific Core (DSC23)	Organization Theory and Design	4 Credits (3-1-0)	BULMD406				
Minor or Discipline Specific Elective (DSE8) / **Courses from Allied Schools**	To be Chosen from List	4 Credits					

Discipline Special Elective (DSE)

Marketing			HR			Finance			Business Analytics		
Semester VII	Credit (L-T-P)	Course Code	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	Social Media Analytics	4 Credits (3-1-0)	BULMI417
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	Applied Multivariate Analysis	4 Credits (3-1-0)	BULMI419
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	Database Management System	4 Credits (3-1-0)	BULMI421
Semester VIII	Credit (L-T-P)	Course Code	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	Supply Chain Analytics	4 Credits (3-1-0)	BULMI418
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	Econometrics for Business Analytics	4 Credits (3-1-0)	BULMI420
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	Business Analytics and Valuation	4 Credits (3-1-0)	BULMI422

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.

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	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 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.

Reference Books

- Vasishth, 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.

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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	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 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 (12 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 (13 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 (13 Contact Hours)

External Marketing Environment, Social factors, Demographic factors, Economic factors, Technological factors, Political & Legal factors, Competitive factors

Unit 4 (13 Contact Hours)

Market Segmentation, Criteria, Bases, Steps of Segmentation, Targeting Strategies, Positioning- Perceptual Maps, Positioning bases, Repositioning.

Unit 5 (13 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.

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	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 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 conceptsand 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 (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 (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 behaviour – motivation –motivational techniques –leadership – types and theories of leadership –

UNIT V (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.

Reference Books

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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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, Vacabulary, 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.

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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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.

Reference Books

- J.P.Mahajan, 'Fundamentals of office Management'.
- S.P. Arora, 'Office Management'.
- R.S.N.Pillai & Bagavathi, 'Office Management', S.Chand

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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	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 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 Behaivour, 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.

Reference Books

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

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BULM1104			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	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 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.

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), 2003.
- 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.
- Kuppuswamy, B, 'Social Change in India', Vikas Publishing.
- Kreps, 'Microeconomics for Managers', Norton, 2007.

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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.

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

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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 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:	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

- 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.

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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.

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.

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.

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BUMVO101			Content Writing				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 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 Reade; 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

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							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 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 ann 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**

Reference Books

- Guerrero, 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.

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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	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 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 (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 (13 Contact Hours)

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

UNIT 3 (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 (13 Contact Hours)

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

UNIT 5 (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.

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 thesolutions 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.

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

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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	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 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 Idia- 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.

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

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 (10 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 (10 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.

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 & Laforge, Sales management: Analysis & Decision making, Cengage

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
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 (10 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 (10 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.

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.

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BUESE205			Public Speaking			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
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 (10 Contact Hours)

Fundamentals of Effective Speaking: importance of confidence, enthusiasm, and clear communication, Speech Organization and Structure, Body Language

UNIT II (10 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.

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

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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	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 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.

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 & Weilerich, Essentials of Management, TMH

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BUMM1201			Software Packages – I (R Programming)				Pre Requisites								
L-T-P							Co-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**

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 Liquet, '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.

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BUI.MI203			Environmental Studies			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Understand 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 (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 (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 (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 (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.

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
- Forley 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	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 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 vsSupply chain management. Logistics Functions, Logistics Performance Index (World bank)

Unit II (13 Contact Hours)

Modes of Transportation, Route planning, carrier selection, and freight management. Centralizedvs. 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 inwarehousing and transportation. Sustainability in Logistics: Green logistics, reverse logistics, andsustainable practices.

Unit V (13 Contact Hours)

Logistics in India. Role of logistics in GDP. PM Gatishakti, National Logistics Policy, BharatmalaProject, 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.

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

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BUL MD202			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	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 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 (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 (13 Contact Hours)

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

UNIT III (13 Contact Hours)

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

UNIT IV (13 Contact Hours)

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

UNIT V (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.

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, Cananda.
- 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.

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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	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 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.

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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE 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:	**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** 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

- CharantimathP.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.

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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	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 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 it's 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.

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
- Varian 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

BUI MI202			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	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 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.

Reference Books

- Swain, S.K. and Mishra, J.M. (2012). Tourism Principles and Practices. Oxford Publication.
- ß Chand, M. (2004).Basics of tourism: theory, operation and practice. Kanishka Publishers.
- ß Roday, S., Biwal, A., & Joshi, V. (2009).Tourism operations and management. Oxford University Press.
- ß Goeldner, C.R and Ritchie, J.R (2012). Tourism – Principles, Practices and Philosphies, John Wiley & Sons, Inc.

BUMM1202				Industrial Psychology		Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After 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:	One Live project in the field of measurement /evaluation of happiness index,emotional distortions in decision making, profiling of managers applyingcomponents of industrial psychology etc.Each student will work individually or in groups (as per instruction of the concernedfaculty members) over the Semester towards applying the concepts being taught inthe course. The case studies and role play over the semester would help thestudents to prepare professional and mature managers. The last 4-5 sessions wouldbe devoted towards presenting and discussing their projects to improve upon and addthe finishing touches to their work. **Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments**

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.

BUMM1204			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**

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	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 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, Kapalbhati 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.

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)

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BUILVO202				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	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 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.

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	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 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 /vishees 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.

Reference Books

- Handbook on Digital Hygiene. Learn how to use technology ecologically. [Print Replica] Kindle Editionby 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

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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.

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**

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.

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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	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 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.

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 (10 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 (10 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 III (12 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.

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. Parmveer Singh, Mayank Bharadwaj), K.K. Modin, 2023
- Digital Citizenship Toolkit, Ed. Michelle Schwartz, Toronto Metropolitan University Pressbooks, Creative Commons Attribution 4.0 International License

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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 (10 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 (10 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.

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 (10 Contact Hours)
Meaning, Scope and Objectives, Principles of Creativity, Benefits and Applications of Creative Thinking. Personal Creativity, Measuring the creativity.
UNIT II (10 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.

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

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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	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 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.

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.

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

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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.

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 technologycomponents. Information systems in global business, management decision problems, Jobs requiringinformation systems, knowledge, Business processes, different systems serving different managementgroups 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 buildingcompetitive strategies using information systems, business value chain model and their competitiveadvantage.

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 inachieving operational excellence, customer intimacy, supply chain management systems software andplanning.

UNIT 4 (13 Contact Hours)

Emerging technologies, IT infrastructure, Quantum computing, high performance and power savingprocessors, multiple supporting software, intelligent database management, developing capabilities fordatabase management, inventory management, online marketing software management.

UNIT 5 (13 Contact Hours)

Internal and external threats to information systems, various security measures, supporting legal andregulatory 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.

Reference Books

- O'Brien, 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.

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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.

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

BULM303				Tourism Marketing		Pre-Requisites				
L-T-P						Co-requisites				
L	T	SP	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 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.

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.

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BULM1305			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	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 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 Agentry, 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.

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

BULM1302			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	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 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.

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

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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	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 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.

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 (13 Contact Hours)
e-Marketing: Emergence, B2B, B2C, B2G, C2C developments, e-commerce business models, myths and realities of e-markets.
UNIT II (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 (12 Contact Hours)
Developing Customer database, Data Privacy, Direct and Database marketing, CRM Technology.
UNIT IV (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 (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.

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)

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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	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 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.

Reference Books

- Dewakar Goel, Performance Appraisal & Compensation Mgt.,- A Modern Approach, Phi
- Joseph J. Martocchio, Strategic Compensation - A HRM Approach, Pearson Publishers.
- GarryDressler, "Personnel / Human Resource Management", London, Prentice Hall, 1994.
- William B. Werther Jr and Keith Davis "Human Resource Management". NewJersey: McGraw Hill (1993)
- Milkovich & Newman. Compensation. Irwin/McGraw-Hill8th Ed.

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BULM1309				Sustainable HRM		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 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.

Reference Books

- Ehnert, 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)

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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	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 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.

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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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

CLO1: Know the role and relevance of training and development for management of humanresources 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 oftraining 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 toTraining 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, LearningTheories, 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 andexecutives, Training Evaluation- Concept, Different Data Collection methods for evaluation, differentmethods 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 TrainingPlan

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

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.

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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	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 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 demographies 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.

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.

Reference Books

- Emma Bridger, Employee Engagement: A Practical introduction, Kogan Page
- Scott Carbonara, Manager's Glde 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.

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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 (13Contact 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.

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.

BULM315				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	Assign ment	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.

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.

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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	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 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 Jenson'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.

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

BULM312			Financial Derivatives			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 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.

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.
- Culbertson, 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.

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BULM1314				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	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 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.

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

BULM0316				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	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 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 (12 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 (13 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 (13 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 (13 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 (13 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.

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

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BULMI319			Fundamentals of Econometrics			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: Understanding of basic econometries and its assumptions and impact of violations of classical assumptions.

CLO2: Interpretation of functional forms of regression model.

CLO3: Understanding of Panel data regression models, stochastic regressors and the method of instrumental variables.

CLO4: Understanding of models using dummy variable and Qualitative Response Regression Models.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to management; Evolution of management thought: Scientific, Administrative, Human Relations and Systems approach to management; Management functions and Managerial roles.

UNIT II (13 Contact Hours)

Planning: Importance and types of plans, planning process, MBO; Decision making: process, types, concept of bounded rationality; Control: process and types; Principles of organizing: common organizational structures, Departmentalization: types of departmentalization, Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

UNIT III (13 Contact Hours)

Panel data regression models – the importance of panel data, Pooled OLS regression of charity function, the fixed effects least squares dummy variable (LSDV) model, Limitations of the fixed effects LSDV model, the fixed effect within group (WG) estimator, the random effects model (REM) or error components model (ECM), fixed effects model vs. random effects model and properties of various estimators.

UNIT IV (13 Contact Hours)

Dummy variables: Intercept dummy variables, slope dummy variables, Interactive dummy variables, Use of Dummy Variables to model qualitative/Binary/Structural changes, Other Functional Forms, Qualitative Response Regression Models or Regression Models with Limited Dependent Variables – Use of Logit, and Probit Models.

UNIT V (13 Contact Hours)

Stochastic regressors and the method of instrumental variables- the problem of endogeneity, the problem with stochastic regressors, reasons for correlation between regressors and the error term and the method of instrumental variables (2SLS).

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.

Reference Books

- Christopher Dougherty. Introductory Econometrics. Oxford University Press.
- Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill.
- Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill.

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BULMI321			Data Mining and Warehousing			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: Provide an insight into a Data warehouse and operational structure for a businessorganization.

CLO2: Able to manage a Data in Data warehousing such as pre-processing, Datacleaning etc.

CLO3: Able to design and manage multidimensional data warehouses.

CLO4: Apply appropriate data mining tools and techniques to data in a data warehouseenvironment.

COURSE CONTENTS

UNIT I (13 Contact Hours)

Introduction to Data Warehousing, The need for data warehousing, Operational &Informational Data Stores, Data Warehouse Characteristics, Data Warehouse role &Structure, The cost of warehousing data. Introduction to OLAP &OLTP, Differencebetween OLAP &OLTP. OLAP Operations.

UNIT II (12 Contact Hours)

Building a Data Warehouse, Design/Technical/Implementation Considerations, andData Pre- processing Overview. Data Summarization, Data Cleaning, DataTransformation, Concept Hierarchy, Structure. Patterns & Models, ArtificialIntelligence (Overview).

UNIT III (13 Contact Hours)

Multidimensional Data Model, Schemas for Multidimensional Data (Star Schema,Snowflake Schema, Fact Constellation), Data Warehouse Architecture, DataWarehouse Design OLAP Three-tier Architecture.

UNIT IV (13 Contact Hours)

Definition- Kinds of Data Can Be Mined- Kinds of Patterns that Can Be Mined-Technologies Used in Data Mining- Integration of a Data Mining system with aDatabase or a Data Warehouse Major Issues in Data Mining.

UNIT V (13 Contact Hours)

Association Rule Mining, Market Basket Analysis, Apriori Algorithm, Mining Multilevel Association Rules-, mining various kind of association rules, from associationmining to correlation analysis.

Introduction to Classification, Classification by decision Tree, Attribute SelectionMeasure. Classification vs. prediction, Issues regarding classification and prediction,Clustering: Problem Definition, Clustering Overview, Evaluation of ClusteringAlgorithms, Partitioning Clustering -K-Means Algorithm, K-Means Additional issues.Web Mining: Introduction to Web Mining, Web content mining, Web usage mining,Web Structure mining.

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.

Reference Books

- Data Warehousing, Data Mining, and OLAP, Alex Berson, First Edition, Tata McGraw Hill
- Modern Data Warehousing, Mining & Visualization Core Concepts, George M Marakas, First Edition, Pearson Education
- Data Warehousing, Architecture & Implementation, Hawkin, Prentice Hall
- Data Mining, Data Warehousing and OLAP, Sharma, Gajendra, Second Edition
- Data Mining: Modelling Data for Marketing, Risk and Customer Relationship Mgmt, Rud, Olivia, Paperback Edition.
- Data Mining Techniques, Berry, Michael, Third Edition
- Data Mining, Data Warehousing and OLAP, Sharma, Gajendra, Second Edition
- Data Mining with Case Studies, Gupta GK, Second Edition

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BULM1323				Time Series Data Analysis		Pre-Requisites				
1-1-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: This course covers the methodology and applications of time series analysis and forecasting, focusing on issues and problems predicting business and economic data.

CLO2: The course is intended to serve as a guide to the principles, assumptions, strengths, limitations, and application of time series models and forecasting methods.

CLO3: This course introduces concepts essential to understanding the rationale of time series analysis.

CLO4: It reviews basic statistical principles and techniques that form the foundation for learning about time series methods. It covers most of the core techniques currently used in time series analysis.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction to Time Series Analysis - Concepts: Introduction to time series, its significance, and applications. Components: Understanding trend, seasonality, cyclic patterns, and irregular components. Visualization: Techniques for visualizing time series data using plots and charts. Time Series and Their Features: Basic Descriptive Techniques. Trends and Time Series Decomposition.

UNIT II (13 Contact Hours)

Time Series Decomposition and Smoothing - Decomposition: Breaking down time series into its fundamental components. Smoothing Techniques: Applying moving averages and exponential smoothing to identify patterns. Trend and Seasonality: Detecting and analyzing long-term trends and seasonal effects.

UNIT III (13 Contact Hours)

ARIMA and Exponential Smoothing Models - ARIMA Models: Building and tuning ARIMA models for effective forecasting. Exponential Smoothing: Implementing Holt-Winters and other smoothing models. Model Validation: Techniques for validating and optimizing forecasting models.

UNIT IV (13 Contact Hours)

Advanced Forecasting Techniques - Machine Learning Approaches: Applying machine learning algorithms to time series data. Model Evaluation: Assessing model performance using metrics like MAE, RMSE, and MAPE. Practical Applications: Real-world case studies and projects to apply advanced forecasting methods.

UNIT V (13 Contact Hours)

Properties of estimators: bias, variance, efficiency; C-R bound; consistency. Least squares, WLS and non-linear LS estimators. Maximum likelihood and Bayesian estimators. Estimation of signal properties. Spectral densities and representations; Wiener-Khinchin theorem; Harmonic processes; SARIMA 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.

Reference Books

- Box, G.E.P., Jenkins, G.M. and Reinsel, G.C. (1994) Time Series Analysis, Forecasting and Control, Englewood Cliffs, NJ: Prentice-Hall.
- Chris Chatfield, and Haipeng Xing (2019) The Analysis of Time Series: An Introduction with R. CRC Press, London.
- Galit Shmueli and Kenneth C. Lichtendahl Jr (2016). Practical Time Series Forecasting with R: A hands-on Guide, Axelrod Schnall Publishers.

BULM1312			Analytics for Business Strategies			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Understand how to apply data-driven insights for strategic decision-making across marketing, finance, operations, and HR.

CLO2: Learn to identify and use appropriate data analytics tools for data collection, analysis, and visualization.

CLO3: Gain the ability to compute Customer Lifetime Value and use analytics for product and customer strategy.

CLO4: Acquire skills in predictive modeling and optimizing digital marketing, inventory, and HR decisions.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Types of data: qualitative and quantitative/primary vs. secondary. Use of various data collection techniques across various business domains. Qualitative data collection techniques (FGDs and Depth interviews). Quantitative data collection techniques (Survey). Quantitative data collection techniques (Experiments). Use of various software for data analytics. Introduction to R/IBM SPSS. Data coding and preliminary data analysis. Data cleaning and generating insights through graphics/Visualisation. Generating insights through descriptive analytics.

UNIT II (13 Contact Hours)

Introduction to statistics and its applications using software. Descriptive statistics and its applications. Inferential statistics and test of hypothesis. Supervised/unsupervised learning algorithms. Regression Analysis. Logistic Regression. KNN. Decision tree. Random Forest. Bagging and Boosting.

UNIT III (13 Contact Hours)

Developing product introduction strategy. Formulating the data driven pricing strategy. Analyse profitability potential for new products. Estimating the potential volume and new product demand. Managing products with sustainable competitive advantage. Expected profitability of newly acquired customers. Customer level purchase information for customer retention. Predicting customer churn. Improving customer satisfaction through data driven insights. Managing customer loyalty. Understanding Customer Lifetime Value. Recency, frequency, and monetary value (RFM) of customers.

UNIT IV (13 Contact Hours)

Fundamentals of Finance & Financial Analytics. Data analytics for financial strategy formulation. Financial modelling andPrediction. Stock Price Forecasting. Text mining for business insights. Deciding the media strategy. Publisher optimization. Campaign optimization. Analysing effectiveness of digital media marketing.

UNIT V (13 Contact Hours)

Introduction to Operations and Supply chain Metrics. Demand Analytics for Planning & Forecasting. Analytics for Inventory Optimization. Prescriptive Analytics in Network Design & Planning. Evolution of HR analytics. Optimizing hiring strategies using data driven insights. HR cost and attrition prediction. Analytics for talent management. Predicting performance appraisals using inferential statistics.

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.

Reference Books

- Provost, F. & Fawcett, T., Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking, 1st Edition, O'Reilly Media.
- Davenport, T.H. & Harris, J.G., Competing on Analytics: The New Science of Winning, Harvard Business Review Press.
- Albright, S.C. & Winston, W.L., Business Analytics: Data Analysis & Decision Making, 6th Edition, Cengage Learning.

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BULMI314			Recent Trends in Business 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	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 understand the fundamentals of innovation and technology for business development process.

CLO2: Identify the reason of internal & external factors that influence a firm technological strategy, diffusion of technology, technological disruption.

CLO3: Understand how Indian ICT industry is partnering with corporations and governments globally in their digitization journeys.

CLO4: Understand how new digital ecosystems are reshaping consumer-producer interactions in agriculture, healthcare, retail, logistics, and other sectors.

COURSE CONTENTS

UNIT I (12 Contact Hours)

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

UNIT II (13 Contact Hours)

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

UNIT III (13 Contact Hours)

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

UNIT IV (13 Contact Hours)

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

UNIT V (13 Contact Hours)

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

NOTE:	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

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

BULMI316			Predictive Analytics			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: The students should be able to assess the suitability of Predictive modelsfor effective business decisions.

CLO2: The students will enable valid and reliable ways to collect analyze and visualize data; therebyutilize it in decision making.

CLO3: To enhance the skills on linear and logistic regression.

CLO4: To apply forecasting techniques in making effective business decisions.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Simple Regression Analysis: Concept Fundamentals of Regression Analysis -Requirements in Regression Model Building - Model Diagnostics - Interpretation of Regressionresults for Management Decision.Multiple Regression Analysis: Concept - Significance of Multiple Regression Analysis -Structure of Model Estimation - Testing Rule of Multiple Regression Analysis.

UNIT II (13 Contact Hours)

Non-Linear Regression Analysis: Concept - Types of Non-linear Regression Models- Model Transformation - Difference between Linear and Non-linear Regression Models.Diagnostics of Regression Modelling: Model Diagnostics - Multicollinearity – Autocorrelation.

UNIT III (13 Contact Hours)

Dummy modelling and Panel Data Model Dummy modeling: Dummy independentmodelling-linear probability Model-Logit model-Probit modelPanel Data Model: Concept - Panel Data Models - Fixed Effects Model - Random EffectsModel - Forms of Panel Data Models - Applications to use Panel Data Models.

UNIT IV (13 Contact Hours)

Forecasting and Machine Learning: Time Series Forecasting: Concept -Forecasting Techniques - Measures of Forecast Error - Trend Analysis - Time Series Models -Auto Regressive Model - Applications of Time Series Models.Machine Learning: Concept - Predictive Analysis under Machine Learning - Model ofArtificial Neural Networks (ANN) - Model of Random Forest - Model of Support VectorMachine - Assumptions under Machine Learning.

UNIT V (13 Contact Hours)

Data Mining and Simulation: Data Mining: Concept - Data Interpretation – DataReduction - Classification and Clustering Techniques - Association Rule Mining - Cause andEffect Model.Simulation: Concept - Monte Carlo Simulation - Discriminant Event Simulation – ApplicationUsing Simulation.

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.

Reference Books

- Siegel, E., Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Revised and Updated Edition, Wiley.
- Hardin, J. & Mitani, M., Data Science and Predictive Analytics: Biomedical and Health Applications Using R, 2nd Edition, Chapman and Hall/CRC.
- Bertsimas, D. & Tsitsiklis, J., Introduction to Linear Optimization and Predictive Analytics, Athena Scientific.
- Shmueli, G., Bruce, P.C., Yahav, I., Patel, N.R. & Lichtendahl Jr, K.C., Data Mining for Business Analytics: Concepts, Techniques, and Applications in R, 3rd Edition, Wiley.

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.

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			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.

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.

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BULMD403			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 impact of government policies and regulations.
CLO4: Formulate Strategies for business development.

COURSE CONTENTS
UNIT I (12 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.
UNIT II (13 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 (13 Contact Hours)
Environmental degradation-environmental, Environmental Legislations, Environmental policy – instruments, global warming.
Global Business Environment: developing and emerging countries; agreements and issues: Global outsourcing; MNCs and FDIs.
UNIT IV (13 Contact Hours)
Industrial policy, trade liberalization, industrial licensing, competition Law, consumer protection act. Economic Development and Pollution, Changing role of Government, Green Marketing, Environmental Technology and its implications, Sustainable Development
UNIT V (13 Contact Hours)
Definition of Corporate Governance, its Principles, Benefits. 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.

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.

BULMD405			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.

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

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BUMMD402			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-upand 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 fundingstrategies 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 , MudraScheme (Sishu, Kishore & Tarun) , ATAL Innovation Mission MSME Multiplier Grants Scheme, Credit Guarantee fund trust for micro & small business – Software Technology Park, VentureCapital Assistance Scheme – Single Point Registration scheme Self Employment & TalentUtilization (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**

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.

BULMD402			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.

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.
- Volra 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.

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BULMD404				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.

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

BULMD406			Organization Theory and Design			Pre-Requisites				
L-T-P						Co-requisites				
L	T	SP	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.

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.

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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.

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

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BULM1403			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	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 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 Iterate; 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.

Reference Books

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

BUJMJ405			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	Assign-ment	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 Subsides 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.

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.

BULM1402			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.

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.

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BULM1404			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	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 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.

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.

BUMM06			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	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 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.

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

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BUL3H407				Counselling 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)

Counselling: 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.

Reference Books

- Kavita Singh. Counseling Skills go Managers. Phi Publication
- Elizabeth George. Counseling Skills go Managers. Himalaya Publication
- Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field. USA: Cengage Learning
- Carroll, M.: Workplace counselling. Sage Publication

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BULM1409			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	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 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.

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 (2021) by Kavidhma Manchanda, Notion Press

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BULM8411				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	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 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.

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

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BULM1408				Digital HR		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 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.

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

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BULM410				Ethical HRM		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 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.

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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After 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**

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

BUMM1401			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	**Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments**

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

BULMF413				Project Finance		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 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.

Reference Books

- Chandra Prasanna: Projects Planning, Analysis, Financing, Implementation, and Review: 5th Edition, Tata McGraw Hill, 2021
- Desai, Vasant, Project Management, Himalayn 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

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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	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 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.

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. Jinyi Ma, Moheb T Malak, Ms. Dorothy Nampewo, and Sahra Sakha

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BULM8412			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.

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)

BULM414			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	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 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)

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)

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)

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)

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)

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.

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 Chakrabarthy, Sankar D E, Capital Markets in India, Sage Publications, 2011, New Delhi

BULM1416			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	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 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:	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

- 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, Bailley – 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

BULMI417			Social Media Analytics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Understand the concept of social media analytics and understand its significance.

CLO2: Familiarize the learners with the tools of social media analytics.

CLO3: Design different campaigns for social media.

CLO4: To perform analytics quired for analysing the effectiveness of social media for business purposes.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas Network fundamentals and models.

UNIT II (13 Contact Hours)

The social networks perspective - nodes, ties and influencers, social network and web data and methods. Graphs and Matrices-Basic measures for individuals and networks. Information visualization.

UNIT III (13 Contact Hours)

Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Web analytics tools: Clickstream analysis, A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis.

UNIT IV (13 Contact Hours)

Introduction, parameters, demographics. Analysing page audience. Reach and Engagement analysis. Post- performance on FB. Social campaigns. Measuring and analysing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube Twitter etc. Google analytics).

UNIT V (13 Contact Hours)

Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification, Collecting and analyzing social media data; visualization and exploration.

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.

Reference Books

- Matthew Ganis, Avinash Kohirkar, Social Media Analytics: Techniques and Insights forExtracting Business Value Out of Social Media, Pearson 2016.
- Jim Sterne, Social Media Metrics: How to Measure and Optimize Your MarketingInvestment, Wiley Latest edition.
- Oliver Blanchard, Social Media ROI: Managing and Measuring Social Media Efforts inYour Organization (Que Biz-Tech), Que Publishing Latest edition.
- Marshall Sponder, Social Media Analytics, McGraw Hill, Latest edition.
- Tracy L. Tuten, Michael R. Solomon, Social Media Marketing, Sage, Latest edition
- Marshall Sponder, Gohar F. Khan, Digital Analytics for Marketing, Routledge, 2017, 1stEdition.
- Gohar F. Khan, Creating Value with Social Media Analytics, CreateSpace IndependentPublishing, 2018, 1st Edition.
- Alex Gonsalves, Social Media Analytics Strategy, Apress 2017, 1st Edition.

BULMI419			Applied Multivariate Analysis			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: To apply multivariate techniques to continuous data, time allowing we will endeavor.

CLO2: To discuss methods of discrete multivariate analysis from prepared class notes.

CLO3: To use statistical software to facilitate the understanding of the foundations of multivariate analysis.

CLO4: To provide hands on learning on Statistical packages will include SAS, S-Plus, and MatLab.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Basic properties of random vector: CDF and PDF of random vectors - Moments - Characteristics functions Orthogonal and Polar transformations Generalization of univariate distribution (Multinomial, Dirichlet).Normal Distribution Theory: Normal data matrix (NDM): characterization and properties Linear forms - Transformation of NDMs, Wishart Distribution, The Hotelling's T2 Distribution.

UNIT II (13 Contact Hours)

Estimation and Testing: Maximum likelihood estimation Likelihood ratio test - Union intersection test Simultaneous confidence intervals.Multivariate Analysis of Variance (MANOVA): Formulation of multivariate one-way classification Likelihood ratio principle.

UNIT III (13 Contact Hours)

Principal Component Analysis: Principal components - Sampling properties of principal components - Principal component projections.Factor Analysis: The factor model - Principal factor analysis - Maximum likelihood factor analysis - Goodness of fit - rotation of factors - factor scores.

UNIT IV (13 Contact Hours)

Canonical correlation analysis: Population and sample canonical correlation vectors, variables and coefficients and their properties.

UNIT V (13 Contact Hours)

Discrimination Analysis: Fisher's LDA - QDA - Probabilities of misclassification. Cluster Analysis: Distances and similarities - Hierarchical methods - K-means method.

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.

Reference Books

- Anderson, T. W. (2003). An Introduction to Multivariate Statistical Analysis. United Kingdom: Wiley.
- Johnson, R. A., Wichern, D. W. (2019). Applied Multivariate Statistical Analysis. United Kingdom: Pearson.

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BUI.MI421			Database Management System			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: Familiarize students with fundamental concepts of database management. These concepts include aspects ofdatabase design, database languages and database-system implementation.

CLO2: Understand about data storage techniques and indexing.

CLO3: Impart knowledge in transaction management, concurrency control techniques and recovery procedures.

CLO4: Understand internal working of a DBMS including data storage, indexing, query processing, transaction processing, concurrency control and recovery mechanisms.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Introduction: Motivation, Introduction to Data Models (Relational, Semi structured, ER).Relational Data Bases: Relational Data Model, Relational Algebra, Relational Calculus.

UNIT II (13 Contact Hours)

SQL + Interaction with Database: SQL Data Types, Basic Structure of SQL Queries, Modification of the Database, Set Operations, Aggregate Functions, Data-Definition Language, Integrity Constraints, Null Values, Views, Join Expression. Index Definition in SQL.Simple Queries (select/project/join/ aggregate queries), Complex queries (With Clause, Nested Subqueries, Views), Programming in a standard language and interfacing with a DB backend.

UNIT III (13 Contact Hours)

Big Data: Key-value Stores and Semi structured Data, using JSON and MongoDB, or other combinations. Database Design: Introduction to ER model, Mapping from ER to relational model, Functional Dependencies, Normalization.

UNIT IV (13 Contact Hours)

Physical Design: Overview of Physical Storage (Hard Disks, Flash/SSD/RAM), sequential vs random I/O, Reliabilityvia RAID, Storage Organization (Records, Pages and Files), Database Buffers, Database Metadata, Indexing, B+Trees.

UNIT V (13 Contact Hours)

Query Processing and Optimization: Query Processing, External sort, Joins using nested loops, indexed nested loops. Overview of Query Optimization: Equivalent expressions and concept of cost based optimization.Transaction Processing: Concept of transactions and schedules, ACID properties, Conflict-serializability, Concurrency control: locks, 2PL, Strict 2PL, optional: isolation levels, Recovery using undo and redo logs.

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.

Reference Books

- Silberschatz, Korth and Sudarshan, "Database System Concepts", 7 Edition, McGraw-Hill, Indian Edition, 2021
- Elmasri and Navathe, "Fundamentals of Database Systems", 7 Edition, Pearson Pubs, 2017
- Lemahieu, Broucke and Baesens, "Principles of Database Management", Cambridge University Press, 2018
- RP Mahapatra, "Database Management Systems", Khanna Publishing House, 2020.
- Krishnan, "Database Management Systems", McGraw Hill.

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BULM1418			Supply Chain 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	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 of supply chain analytics fundamentals.

CLO2: Ability to design warehouse models to enhance supply chain performance.

CLO3: Ability to analyse models and strategies in inventory management.

CLO4: Ability to make decision using multi-criteria in applications of SCM.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Context of today's supply chains (SC) analytics, Understanding and defining the supply chain analytics (SCA), Revisions of Basic Lessons of Supply Chain Management, Importance of SCAnalytics. Relating Operations Management with Supply chain concepts with SC Analytics. The importance of supply chain analytics in the flows involving material, money, information and ownership.Key issues in supply chain analytics, What involves in supply chain analytics, Concept of Descriptive Analytics in a Supply Chain, Decision Domains in in supply chain analytics.

UNIT II (13 Contact Hours)

Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map. Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMITS, Risk Analysis in Supply Chain – Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.

UNIT III (13 Contact Hours)

Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modelling, Understanding of Data and its role in Analytics, Analytics of a Transportation problem in a Supply Chain, Managerial implication of results of analytics.

UNIT IV (13 Contact Hours)

Prescriptive analytics in network planning in a supply chain. Network Planning in a Supply Chain. Importance of Network Planning. Design of Logistics Network using Heuristics/optimization. Concept of 3PL/4PL in a Supply Chain. Modeling Coordination Decisions in Supply Chain Management, Foundation of performance management in supply chain management, IT enablement of supply chains. Role of ICT in Supply chains.

UNIT V (13 Contact Hours)

Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms Deficit function Approach and Linking Algorithms.

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.

Reference Books

- Supply chain management by Sunil Chopra, and Peter Meindl, Pearson.
- Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning.
- D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

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BULMI420			Econometrics for Business Analytics			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Understand the foundational concepts and scope of econometrics, including regression models and estimation techniques like OLS and 2SLS.

CLO2: Apply econometric methodologies to model specification, estimation, evaluation, and assess model stability using advanced regression techniques.

CLO3: Analyze time series data, test for stationarity and unit roots, and conduct forecasting using models such as VAR and Theil's coefficient.

CLO4: Employ multivariate analysis and statistical software tools in econometric research, including factor analysis, ANOVA, and non-parametric tests.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Meaning, Nature and Scope Of Econometrics, Simple and Linear Regression Model, Estimation through OLS approach, Gauss-Marko's theorem, Concept and Derivation of R2 , Maximum Likelihood Method, Multi Co-linearity and Auto Correlation, Method of Indirect Least Square (ILS), Two Stage Least Square (2SLS), Three Stage Least Square(3SLS).

UNIT II (13 Contact Hours)

Methodology Of Econometrics-Models Specification Stage, Model Estimation Stage, Model Evaluation Stage, Properties Of Econometric Models, Testing Structural Stability Of Regression Model, Regression With Dummy Dependent Valuables, LPM Logit, Probit And Tobit Models, Auto-Regression and Distributed Lag Models- Kyok Ro Model, Partial Adjustment Model, Nertve's Partial Adjustment Model and Granger Causality Test.

UNIT III (13 Contact Hours)

Concept of Analysis of Variance approach and Its application in Regression Analysis, Heteroscedasti city and Multi Co-linearity, Concept of Stationarity, Random Walk Model, Unit Roots-Dicky-Fuller Test and augmented Dicky-Fuller Test, Co-Integration.

UNIT IV (13 Contact Hours)

Time Series Analysis-Basic Concept, Economic Application Stationary and Non-Stationary Process, Unit Root StochasticProcess, Forecasting-Problem with VAR Modeling, Test of significance of the difference between a single prediction and the actual observation, Theil's Inequality coefficient, The Janus Quotient.

UNIT V (13 Contact Hours)

Multivariate Analysis-meaning, properties of Multivariate Normal distribution, T2, Discernment analysis, factor analysis, The use of Statistical package in econometric research, and data entry, Parametric and Non-Parametric tests, Dublin Watson test, analysis of variance.

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.

Reference Books

- Greene, W.H Econometrics Analysis, Prentice Hall, 1997.
- Dilip .M. Nachane, Econometrics: Theoretical Foundation and empirical perspectives, oxford university press, 2006
- Damodhar .N.Gujarati, Basic Econometrics, Tata McGraw Hill, 2005
- A Koutsoyamis, Theory of Econometrics, Palgrave 2004
- Johnston, Econometrics Methods, McGraw Hill 1991.
- Maddala, G. S, Introduction to Econometrics, Macmillan.
- Amemiya, T (1985), Advanced Econometrics, Harvard university press, Cambridge, Mass

2

BULM1422			Business Analytics and Valuation			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Understand the importance and relevance of Annual Report of a Company.

CLO2: Able to analyse both qualitative (beyond balance sheet) and quantitative information available in the annual reports for determining the financial health of the company, Bank and NBFC's.

CLO3: Understand the various methods of Equity and Firm valuations both in certain and risky conditions.

CLO4: Students are able to understand the practical application of different valuation model in valuing equity and firm through modelling of these methods using excel.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company. Financial statements analysis of manufacturing, service organisations and Bank & NBFC's (Using Excel).

UNIT II (13 Contact Hours)

Introduction to Valuation: Component of valuation process- the Bias that analysts bring into the process, the uncertainty that they have grapple with, and complexity that modern technology and easy access to information have introduced into valuation. Approaches to valuation: Discounted cash flow valuation- basis for DCF, classification of DCF models, inputs to DCF models, and pluses and minuses of DCF models. Relative valuation – basis for approach, variations on relative valuation, and applicability of multiples and limitations. Role of valuation.

UNIT III (13 Contact Hours)

Discounted Cash flow Valuation: Estimating discount rates- cost of equity and cost of capital, measuring cash flows, and forecasting cash flows. Equity discounted cash flows models. Firm valuation models.

Applied Valuation – valuation of a real company through DCF (matured company) using excel.

UNIT IV (13 Contact Hours)

Relative Valuation: What is relative valuation. Reasons for popularity and potential pitfalls. Standardized values and multiples- Earnings multiples, book value multiples, revenue multiples, and sector-specific multiples. Equity and Value multiples. Basic steps to using multiples. Reconciling relative and discounted cash flow valuation.

Applied Relative Valuation – valuation of a real company through relative valuation method (matured company) using excel.Loose ends in valuation: Cash, cross holdings, and other assets. Valuation of Intangibles. Value of Synergy. Valuing real Options. Cost of Distress. Valuation of start-ups.

UNIT V (13 Contact Hours)

Beyond Balance Sheet: How to analyze management quality that is most often regarded by investment greats like Warren Buffet as the single biggest determinant of investment success means what are the desirable traits in managers running different kind of companies that are absolutely essential to the company and shareholder investment success. How certain type of management transformation can create massive wealth for shareholders.

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

Reference Books

- Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
- K. G., CA, & Sehrawat, N. K. Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd, ISBN: 978-93-5139-497-6.
- Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd.

Bachelor of Business Administration (Honors) / Bachelor of Business Administration (Honors with Research) from 2023 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 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
*12 credits in same discipline will be eligible for the award of Minor in that discipline
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
*12 credits in same discipline will be eligible for the award of Minor in that discipline
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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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)	BULMDI01
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)

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 (MD) (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

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

Semester & Nature of Course **Semester-V**	Name of Course	Credit (L-T-P)	Course Code
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 Design Thinking Creative Thinking	2 Credits (2-0-0) 2 Credits (2-0-0) 2 Credits (2-0-0)	BULSE301 BULSE303 BULSE305
Internship (IAPC3)	Duration 4-6 Weeks	2 Credits	BUIPR301

Semester & Nature of Course **Semester-VI**	Name of Course	Credit (L-T-P)	Course Code
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 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

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)	Research Methodology	4 Credits (3-0-2)	BUMMD401
Major or Discipline Specific Core (DSC17)	Economics for Managers	4 Credits (3-1-0)	BULMD401
Major or Discipline Specific Core (DSC18)	Contemporary Environment for Business	4 Credits (3-1-0)	BULMD403
Major or Discipline Specific Core (DSC19)	Management Accounting	4 Credits (3-1-0)	BULMD405
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)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402	Major or Discipline Specific Core (DSC20)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402
Major or Discipline Specific Core (DSC21)	Decision Science for Managers	4 Credits (3-1-0)	BULMD402	Minor or Discipline Specific Elective (DSE8) / **Courses from Allied Schools**	To be Chosen from List	4 Credits	
Major or Discipline Specific Core (DSC22)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BULMD404	Research Project / Dissertation	Duration Full Semester	12 Credits	BUDPR402
Major or Discipline Specific Core (DSC23)	Organization Theory and Design	4 Credits (3-1-0)	BULMD406				
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.

Bachelor of Business Administration (Honors) / Bachelor of Business Administration (Honors with Research)
from 2023 onwards

First 4 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
*12 credits in same discipline will be eligible for the award of Minor in that discipline.
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
*12 credits in same discipline will be eligible for the award of Minor in that discipline.
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

Undergradu[illegible]ertificate in Business Administration (after 1 Years: 40 [illegible]dits)

I[st]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 1[st] 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)

Semester & Nature of Course Semester-III	Name of Course	Credit (L-T-P)	Course Code
Major or Discipline Specific Core (DSC3)	Financial Accounting for Decision Making	4 Credits (3-1-0)	BULMD203
Major or Discipline Specific Core (DSC4)	Basics of Business Research	4 Credits (3-1-0)	BULMD205
Minor or Discipline Specific Elective (DSE3)	To be Chosen from List	4 Credits	
Multi-disciplinary (MD) (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 Trading in Indian Stock Market Public Speaking	2 Credits (2-0-0) 2 Credits (2-0-0) 2 Credits (1-1-0)	BULSE201 BULSE203 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 Semester-IV	Name of Course	Credit (L-T-P)	Course Code
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

Bach · 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 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)	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

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VII			
Major or Discipline Specific Core (DSC16)	Research Methodology	4 Credits (3-0-2)	BUMMD401
Major or Discipline Specific Core (DSC17)	Economics for Managers	4 Credits (3-1-0)	BULMD401
Major or Discipline Specific Core (DSC18)	Contemporary Environment for Business	4 Credits (3-1-0)	BULMD403
Major or Discipline Specific Core (DSC19)	Management Accounting	4 Credits (3-1-0)	BULMD405
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)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402	Major or Discipline Specific Core (DSC20)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402
Major or Discipline Specific Core (DSC21)	Decision Science for Managers	4 Credits (3-1-0)	BULMD402	Minor or Discipline Specific Elective (DSE8) / **Courses from Allied Schools**	To be Chosen from List	4 Credits	
Major or Discipline Specific Core (DSC22)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BULMD404	Research Project / Dissertation	Duration Full Semester	12 Credits	BUDPR402
Major or Discipline Specific Core (DSC23)	Organization Theory and Design	4 Credits (3-1-0)	BULMD406				
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.

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

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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

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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).

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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, Vacabulary, 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

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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 Behaivour, 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. 'ManagingOrgansational Behavior'.
5. Fred Luthans, 'OrganizationalBehavior', TMH

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BUL MI102				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: Understandtypes 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 toolDemographic, 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, Justin, '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.

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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 (09 Contact Hours)

Micro Economics and it's 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 (09 Contact Hours)

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

UNIT III (10 Contact Hours)

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

UNIT IV (10 Contact Hours)

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

UNIT V (10 Contact Hours)

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

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 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.

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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 Assesment	Total Assesment
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.

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				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 I (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 carlosimulations; 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 Benson, '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

BUT MD201				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 (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 (13 Contact Hours)

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

UNIT 3 (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 (13 Contact Hours)

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

UNIT 5 (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 Queuing 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.

BUISE201 L-T-P				Principles of Sales Management			Pre-Requisites 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 lean about motivation and compensation process of sales executives.

COURSE CONTENTS
UNIT I (10 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 (10 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 (10 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 (10 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 (10 Contact Hours)
Fundamentals of Effective Speaking: importance of confidence, enthusiasm, and clear communication, Speech Organization and Structure, Body Language
UNIT II (10 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

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BUMM1201			Software Packages – I (R Programming)				Pre Requisite								
L-T-P			Total Credits: 4				Co-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 Liquet, '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.

BUEME203				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 (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 (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 (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 (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

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BUI MI205				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 (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 (13 Contact Hours)

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

UNIT III (13 Contact Hours)

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

UNIT IV (13 Contact Hours)

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

UNIT V (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.
	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 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

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Reference Books

- CharantimathP 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.

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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
	30 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

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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. (2008) 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 Philosphies, John Wiley & Sons, Inc.

BUMM1202				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.

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BUMM1204			Software Packages – II (Python)				Pre Requisites								
L-T-P			Total Credits: 4				Co-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 Saluation-Surya Namaskar.
UNIT IV (13 Contact Hours)
Breath regulation-Pranayam. Preparation and practice of Anulom-vilom, Nadi-shodhan, Bhramari, Sheetkari, Kapalbhati 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)

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BULVO202			Financial Modeling with Excel				Pre Requisites								
L-T-P							Co-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

BUIMD301			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

	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks.
NOTE:	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	SIP	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 I (12 Contact Hours)

Fotmdations 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 I (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 I (13 Contact Hours)

Trendlines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Spreadsheet Modeling and Analysis, Monte Carlo Simulation and Risk Analysis.

Unit I (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 I (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.

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BULM0303				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, 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	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 (10 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 (10 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 III (12 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

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BUESE303				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 (10 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 (10 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 (10 Contact Hours)

Meaning, Scope and Objectives, Principles of Creativity, Benefits and Applications of Creative Thinking. Personal Creativity, Measuring the creativity.

UNIT II (10 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

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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

- O'Brien, 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.

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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

BULM1303				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

- Choudhary, M. (2010). Tourism Marketing. New Delhi: Oxford University Press.
- Pyatt, A., & Garrod, B. (2008). 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.

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BULMI305				Advertising and Public Relations			Pre Requisites			
L-T-P							Co-requisites			
L	T	S/D	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 Agentry, 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.

BULM1302				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, 2nd Edition, Oxford Higher Education

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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 (12 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.

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BULM1306				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 mimutes 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.
- GarryDressler, "Personnel / Human Resource Management", London, Prentice Hall, 1994.
- William B. Werther Jr and Keith Davis "Human Resource Management", NewJersey: McGraw Hill (1993)
- Milkovich & Newman, Compensation, Irwin/McGraw-Hill8th Ed.

BULM1309				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

- Ehnert, 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)

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BULM311				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, L. 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

BUMM302				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, 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.

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BULM1308				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

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BULM1310				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 Gide 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.

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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, geopolities 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 (13Contact 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.

BULM1315				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.

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BULM3317				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	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 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 Jenson'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

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BUEMI312				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.

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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
- 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

BULM1316				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 (12 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 (13 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 (13 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 (13 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 (13 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

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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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After 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.

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

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BULMD401			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.

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.

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BUL MD403				Contemporary Environment for Managers		Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Distinguish between micro and macro environmental factors.

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

CLO3: Understand the impact of government policies and regulations.

CLO4: Formulate Strategies for business development.

COURSE CONTENTS

UNIT I (12 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.

UNIT II (13 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 (13 Contact Hours)

Environmental degradation-environmental, Environmental Legislations, Environmental policy – instruments, global warming. Global Business Environment: developing and emerging countries; agreements and issues: Global outsourcing; MNCs and FDIs.

UNIT IV (13 Contact Hours)

Industrial policy, trade liberalization, industrial licensing, competition Law, consumer protection act. Economic Development and Pollution, Changing role of Government, Green Marketing, Environmental Technology and its implications, Sustainable Development

UNIT V (13 Contact Hours)

Definition of Corporate Governance, its Principles, Benefits. 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.

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 Cherunilam, 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.

BUL MD405			Management Accounting			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 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.

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

BUMMD402			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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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

CLO1: To understand the concept of start-upand 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 fundingstrategies 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, MudraScheme (Sishu, Kishore & Tarun), ATAL Innovation Mission MSME Multiplier Grants Scheme, Credit Guarantee fund trust for micro & small business – Software Technology Park, VentureCapital Assistance Scheme – Single Point Registration scheme Self Employment & TalentUtilization (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

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 Rnichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International.

BULMD402				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	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 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 Judgement 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.

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.

BUMD3404				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	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 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.

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

BULM3406			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	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 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.

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.

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BULM1401				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	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 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.

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

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BULM403			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	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 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.

Reference Books

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

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BUIMI405				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	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 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 Subsides 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.

Reference Books

- Fenich, G.G. (2014). Production and Logistics in Meeting, Expositions, Events and Conventions. Edinburgh: Pearson.
- Robinson, 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.

(12)

BULM1402				Destination Planning and Development		Pre-Requisites				
L-T-P						Co-requisites				
L	T	SP	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.

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.

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DUI.MI404				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	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 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

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.

BULM1406				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.

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

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BUI MI407				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	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 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)

Counselling: 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.

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

BULM	409			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	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 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.

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

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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	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 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.

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

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BULM1408				Digital HR		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 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.

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	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 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.

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

BUMM1402				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	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	0	2	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After 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**

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

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BUMM1401			FinTech and Cryptocurrency				Pre Requisites								
L-T-P							Co-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	**Assessment of Lab component will be on the basis of Lab File, Viva Voce and Lab Hand on Assessments**

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

BULM413				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.

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

BUI MI415				Sustainable Finance		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 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.

Reference Books

- Essential Concepts of Sustainable Finance (A-Z Guides for Environment and Sustainability) 1st Edition by Elisa Araeli (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

BULM412				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.

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)

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BULM1414				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	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 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)

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)

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)

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)

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)

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.

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 Chakraborthy, Sankar D.E, Capital Markets in India, Sage Publications, 2011, New Delhi

BULM1416				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)

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:	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

- 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, Bailley – Fundamentals of Investment – Pearson / PHI, 3/e, 2008
- 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

Bachelor of Business Administration (Honors) / Bachelor of Business Administration (Honors with Research)
For 2022 Batch

(31)

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 2022-27 Batch.

Duration	4 Years
Total Credits	160

Bachelor of Business Administration (Honors)

23 Discipline Specific Core (DSC) Courses of 4 credits each = 92 credits
7 Discipline Specific Elective (DSE) Courses of 4 credits each = 28 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 Project Work (Discipline Specific Core (DSC)) = 4 Credits

Evaluation Methodology

Project Work BUDPR201 of 4 Credits for Semester-III students of BBA Batch 2022-25. The students deputed notification with respective mentors vide notification no: SMVDU/SoB/22/419 dated 05-12-2022 shall undergo the project work under their allotted mentors for the guidance. The project work may comprise - Live Projects / Case Studies on (16 Week equivalent to 4 credits). The evaluation shall be of total 100 marks comprising of 30 marks evaluation by respective Mentor and 70 marks for semester end viva-voce & presentation in front of panel.

Bachelor of Business Administration (Honors with Research)

21 Discipline Specific Core (DSC) Courses of 4 credits each = 84 credits
7 Discipline Specific Elective (DSE) Courses of 4 credits each = 28 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

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)	BUL1331
Minor or Discipline Specific Elective (DSE1)	Business Mathematics and Statistics	4 Credits (4-0-0)	BUE1371
Multi-disciplinary (MD) (Open Elective) (MD1)	Fundamentals of Marketing	3 Credits (3-0-0)	BUE1351
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)	BUL1332
Minor or Discipline Specific Elective (DSE2)	Basics of Business Environment	4 Credits (4-0-0)	BUE1321
Multi-disciplinary (MD) (Open Elective) (MD2)	Fundamentals of Business Economics	3 Credits (3-0-0)	BUE1063
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)

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

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Codes
Semester-III			
Major or Discipline Specific Core (DSC3)	Financial Accounting for Decision Making	4 Credits (4-0-0)	BUL2341
Major or Discipline Specific Core (DSC4)	Introduction to Human Resource Management	4 Credits (4-0-0)	BUE2331
Minor or Discipline Specific Elective (DSC5)	Project Work	4 Credits (4-0-0)	BUD2441
Multi-disciplinary (MD) (Open Elective) (MD3)	Business Research Methods	3 Credits (3-0-0)	BUE2221
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 Trading in Indian Stock Market Management Thinkers	2 Credits (2-0-0)	BUE2351 BUE2341 BUE2421

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Codes
Semester-IV			
Major or Discipline Specific Core (DSC6)	Production and Operations Management	4 Credits (4-0-0)	BUL2362
Major or Discipline Specific Core (DSC7)	Introduction to Financial Management	4 Credits (4-0-0)	BUE2342
Major or Discipline Specific Core (DSC8)	Entrepreneurship Management	4 Credits (4-0-0)	BUE2322
Major or Discipline Specific Core (DSC9)	Industrial Psychology	4 Credits (4-0-0)	BUE2452
Minor or Discipline Specific Elective (DSE3)	Tourism and Hospitality Marketing Sustainable Business Practices	4 Credits (4-0-0)	BUE2352 BUE2323

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)
Vocational Course	Yoga for Holistic Development	4 Credits (4-0-0)
Vocational Course	Data Visualization with MS-Excel	4 Credits (4-0-0)

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

Semester & Nature of Course **Semester-V**	Name of Course	Credit (L-T-P)	Course Code
Major or Discipline Specific Core (DSC10)	International Business Management	4 Credits (3-1-0)	BUL3461
Major or Discipline Specific Core (DSC11)	Essentials of Business Analytics	4 Credits (3-0-2)	BUL3471
Major or Discipline Specific Core (DSC12)	Banking and Insurance Management	4 Credits (3-1-0)	BUL3481
Minor or Discipline Specific Elective (DSE4)	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)	BUL3491 BUL3492 BUL3493
Internship (IAPC1)	Duration 4-6 Weeks	2 Credits	BUT3441

Semester & Nature of Course **Semester-VI**	Name of Course	Credit (L-T-P)	Course Code
Major or Discipline Specific Core (DSC13)	Resilience Building	4 Credits (3-1-0)	BUL3511
Major or Discipline Specific Core (DSC14)	Business Ethics and Values	4 Credits (3-1-0)	BUL3512
Major or Discipline Specific Core (DSC15)	Advanced Financial Management	4 Credits (3-1-0)	BUL3482
Major or Discipline Specific Core (DSC16)	Management Information System	4 Credits (3-1-0)	BUL3521
Minor or Discipline Specific Elective (DSE5)	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)	BUE3531	Compensation and Benefits	4 Credits (3-1-0)	BUE3541	Emerging Frontiers in Finance	4 Credits (3-1-0)	BUE3481
Tourism Marketing	4 Credits (3-1-0)	BUE3501	Sustainable HRM	4 Credits (3-1-0)	BUE3542	Financial Institutions and Markets	4 Credits (3-1-0)	BUE3482
Advertising and Public Relations	4 Credits (3-1-0)	BUE3532	Knowledge Management	4 Credits (3-1-0)	BUE3543	Investment Management	4 Credits (3-1-0)	BUE3483
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)	BUE3533	Training and Development	4 Credits (3-0-2)	BUE3544	Financial Derivatives	4 Credits (3-1-0)	BUE3484
International Marketing	4 Credits (3-1-0)	BUE3462	Emerging Issues in HR	4 Credits (3-1-0)	BUE3545	Financial Statement Analysis	4 Credits (3-1-0)	BUE3485
Digital Marketing	4 Credits (3-1-0)	BUE3534	Employee Engagement	4 Credits (3-1-0)	BUE3546	Fundamentals of International Finance	4 Credits (3-1-0)	BUE3486

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 (DSC17)	Foundation Course in Research Methodology (at University Level)	4 Credits (4-0-0)	
Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUL4551
Major or Discipline Specific Core (DSC20)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Minor or Discipline Specific Elective (DSE6)	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 (DSC21)	Emerging Technologies in Business	4 Credits (3-1-0)	BUL4521	Major or Discipline Specific Core (DSC21)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC22)	Economics for Managers	4 Credits (3-1-0)	BUL4581	Major or Discipline Specific Core (DSC22)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Major or Discipline Specific Core (DSC23)	Management Accounting	4 Credits (3-1-0)	BUL4481	Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441
Major or Discipline Specific Core (DSC24)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541				
Minor or Discipline Specific Elective (DSE7)	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)	BUE4531	Counseling Skills for Managers	4 Credits (3-1-0)	BUE4541	Fintech & Cryptocurrency	4 Credits (3-0-2)	BUE4481
Customer Relationship Management	4 Credits (3-1-0)	BUE4532	Diversity Equity and Inclusions	4 Credits (3-1-0)	BUE4542	Project Finance	4 Credits (3-1-0)	BUE4482
Event Planning and Management	4 Credits (3-1-0)	BUE4533	AI Applications in People Management	4 Credits (3-1-0)	BUE4543	Sustainable Finance	4 Credits (3-1-0)	BUE4483
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)	BUE4501	Digital HR	4 Credits (3-1-0)	BUE4544	Financial Markets Regulations	4 Credits (3-1-0)	BUE4484
Media Planning and Scheduling	4 Credits (3-1-0)	BUE4534	Ethical HRM	4 Credits (3-1-0)	BUE4545	Fundamental of Capital Markets	4 Credits (3-1-0)	BUE4485
Basics of Services Marketing	4 Credits (3-1-0)	BUE4535	Positive Psychology for Managers	4 Credits (3-0-2)	BUE4546	Financial Security Analysis	4 Credits (3-1-0)	BUE4486

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.

New (26)

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 (DSC17)	Research Methodology	4 Credits (4-0-0)	BUL4601
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC19)	Contemporary Environment for Business	4 Credits (3-1-0)	BUL4521
Major or Discipline Specific Core (DSC20)	Management Accounting	4 Credits (3-1-0)	BUL4481
Minor or Discipline Specific Elective (DSE6)	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 (DSC21)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551	Major or Discipline Specific Core (DSC21)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Major or Discipline Specific Core (DSC22)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471	Minor or Discipline Specific Elective (DSE7) / **Courses from Allied Schools**	To be Chosen from List	4 Credits	
Major or Discipline Specific Core (DSC23)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561	Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441
Major or Discipline Specific Core (DSC24)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541				
Minor or Discipline Specific Elective (DSE7) / **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)	BUE4531	Counseling Skills for Managers	4 Credits (3-1-0)	BUE4541	Fintech & Cryptocurrency	4 Credits (3-0-2)	BUE4481
Customer Relationship Management	4 Credits (3-1-0)	BUE4532	Diversity Equity and Inclusions	4 Credits (3-1-0)	BUE4542	Project Finance	4 Credits (3-1-0)	BUE4482
Event Planning and Management	4 Credits (3-1-0)	BUE4533	AI Applications in People Management	4 Credits (3-1-0)	BUE4543	Sustainable Finance	4 Credits (3-1-0)	BUE4483
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)	BUE4501	Digital HR	4 Credits (3-1-0)	BUE4544	Financial Markets Regulations	4 Credits (3-1-0)	BUE4484
Media Planning and Scheduling	4 Credits (3-1-0)	BUE4534	Ethical HRM	4 Credits (3-1-0)	BUE4545	Fundamental of Capital Markets	4 Credits (3-1-0)	BUE4485
Basics of Services Marketing	4 Credits (3-1-0)	BUE4535	Positive Psychology for Managers	4 Credits (3-0-2)	BUE4546	Financial Security Analysis	4 Credits (3-1-0)	BUE4486

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.

Bachelor of Business Administration (Honors) / Bachelor of Business Administration (Honors with Research)
For 2022 Batch

Five 2 years (Two 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 2022-27 Batch.

Duration	4 Years
Total Credits	160

Bachelor of Business Administration (Honors)

23 Discipline Specific Core (DSC) Courses of 4 credits each = 92 credits
7 Discipline Specific Elective (DSE) Courses of 4 credits each = 28 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 Project Work (Discipline Specific Core (DSC))= 4 Credits

Evaluation Methodology

Project Work BUDPR201of 4 Credits for [redacted] students of BBA Batch 2022-25.The students deputed notification with respective mentors vide notification no: SMVDU/SoB/22/419 dated 05-12-2022 shall undergo the project work under their allotted mentors for the guidance. The project work may comprise- Live Projects/Case Studieson (16 Week equivalent to 4 credits). The evaluation shall be of total 100 marks comprising of 30 marks evaluation by respective Mentor and 70 marks for semester end viva-voce & presentation in front of panel.

Bachelor of Business Administration (Honors with Research)

21 Discipline Specific Core (DSC) Courses of 4 credits each = 84 credits
7 Discipline Specific Elective (DSE) Courses of 4 credits each = 28 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

Undergrad Certificate in Business Administration (after 1 Years: 4 dits)
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)	BUL1331
Minor or Discipline Specific Elective (DSE1)	Business Mathematics and Statistics	4 Credits (4-0-0)	BUE1371
Multi-disciplinary (MD) (Open Elective) (MD1)	Fundamentals of Marketing	3 Credits (3-0-0)	BUE1351
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)	BUL1332
Minor or Discipline Specific Elective (DSE2)	Basics of Business Environment	4 Credits (4-0-0)	BUE1321
Multi-disciplinary (MD) (Open Elective) (MD2)	Fundamentals of Business Economics	3 Credits (3-0-0)	BUE1063
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)

Semester & Nature of Course Semester-III	Name of Course	Credit (L-T-P)	Course Codes
Major or Discipline Specific Core (DSC3)	Financial Accounting for Decision Making	4 Credits (4-0-0)	BUL2341
Major or Discipline Specific Core (DSC4)	Introduction to Human Resource Management	4 Credits (4-0-0)	BUE2331
Minor or Discipline Specific Elective (DSC5)	Project Work	4 Credits (4-0-0)	BUD2441
Multi-disciplinary (MD) /Open Elective) (MD3)	Business Research Methods	3 Credits (3-0-0)	BUE2221
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 Trading in Indian Stock Market Management Thinkers	2 Credits (2-0-0)	BUE2351 BUE2341 BUE2421

Semester & Nature of Course Semester-IV	Name of Course	Credit (L-T-P)	Course Codes
Major or Discipline Specific Core (DSC6)	Production and Operations Management	4 Credits (4-0-0)	BUL2362
Major or Discipline Specific Core (DSC7)	Introduction to Financial Management	4 Credits (4-0-0)	BUE2342
Major or Discipline Specific Core (DSC8)	Entrepreneurship Management	4 Credits (4-0-0)	BUE2322
Major or Discipline Specific Core (DSC9)	Industrial Psychology	4 Credits (4-0-0)	BUE2452
Minor or Discipline Specific Elective (DSE3)	Tourism and Hospitality Marketing Sustainable Business Practices	4 Credits (4-0-0)	BUE2352 BUE2323

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)
Vocational Course	Yoga for Holistic Development	4 Credits (4-0-0)
Vocational Course	Data Visualization with MS-Excel	4 Credits (4-0-0)

Bac[illegible]r of Business Administration (after 3 Years: 120 Credit
3rd Year

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-V			
Major or Discipline Specific Core (DSC10)	International Business Management	4 Credits (3-1-0)	BUL3461
Major or Discipline Specific Core (DSC11)	Essentials of Business Analytics	4 Credits (3-0-2)	BUL3471
Major or Discipline Specific Core (DSC12)	Banking and Insurance Management	4 Credits (3-1-0)	BUL3481
Minor or Discipline Specific Elective (DSE4)	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)	BUL3491 BUL3492 BUL3493
Internship (IAPC1)	Duration 4-6 Weeks	2 Credits	BUT3441

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VI			
Major or Discipline Specific Core (DSC13)	Resilience Building	4 Credits (3-1-0)	BUL3511
Major or Discipline Specific Core (DSC14)	Business Ethics and Values	4 Credits (3-1-0)	BUL3512
Major or Discipline Specific Core (DSC15)	Advanced Financial Management	4 Credits (3-1-0)	BUL3482
Major or Discipline Specific Core (DSC16)	Management Information System	4 Credits (3-1-0)	BUL3521
Minor or Discipline Specific Elective (DSE5)	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)	BUE3531	Compensation and Benefits	4 Credits (3-1-0)	BUE3541	Emerging Frontiers in Finance	4 Credits (3-1-0)	BUE3481
Tourism Marketing	4 Credits(3-1-0)	BUE3501	Sustainable HRM	4 Credits(3-1-0)	BUE3542	Financial Institutions and Markets	4 Credits (3-1-0)	BUE3482
Advertising and Public Relations	4 Credits (3-1-0)	BUE3532	Knowledge Management	4 Credits (3-1-0)	BUE3543	Investment Management	4 Credits(3-1-0)	BUE3483
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)	BUE3533	Training and Development	4 Credits (3-0-2)	BUE3544	Financial Derivatives	4 Credits (3-1-0)	BUE3484
International Marketing	4 Credits (3-1-0)	BUE3602	Emerging Issues in HR	4 Credits (3-1-0)	BUE3545	Financial Statement Analysis	4 Credits(3-1-0)	BUE3485
Digital Marketing	4 Credits (3-1-0)	BUE3534	Employee Engagement	4 Credits(3-1-0)	BUE3546	Fundamentals of International Finance	4 Credits (3-1-0)	BUE3486

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VII			
Major or Discipline Specific Core (DSC17)	Foundation Course in Research Methodology (at University Level)	4 Credits (4-0-0)	
Major or Discipline Specific Core (DSC18)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471
Major or Discipline Specific Core (DSC19)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUL4551
Major or Discipline Specific Core (DSC20)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561
Minor or Discipline Specific Elective (DSE6)	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)	CourseCode
Semester-VIII				**Semester-VIII**			
Major or Discipline Specific Core (DSC21)	Emerging Technologies in Business	4 Credits(3-1-0)	BUL4521	Major or Discipline Specific Core (DSC21)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC22)	Economics for Managers	4 Credits (3-1-0)	BUL4581	Major or Discipline Specific Core (DSC22)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541
Major or Discipline Specific Core (DSC23)	Management Accounting	4 Credits (3-1-0)	BUL4481	Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441
Major or Discipline Specific Core (DSC24)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541				
Minor or Discipline Specific Elective (DSE7)	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)	BUE4531	Counseling Skills for Managers	4 Credits (3-1-0)	BUE4541	Fintech & Cryptocurrency	4 Credits (3-0-2)	BUE4481
Customer Relationship Management	4 Credits (3-1-0)	BUE4532	Diversity Equity and Inclusions	4 Credits (3-1-0)	BUE4542	Project Finance	4 Credits (3-1-0)	BUE4482
Event Planning and Management	4 Credits (3-1-0)	BUE4533	AI Applications in People Management	4 Credits (3-1-0)	BUE4543	Sustainable Finance	4 Credits (3-1-0)	BUE4483
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)	BUE4501	Digital HR	4 Credits (3-1-0)	BUE4544	Financial Markets Regulations	4 Credits (3-1-0)	BUE4484
Media Planning and Scheduling	4 Credits (3-1-0)	BUE4534	Ethical HRM	4 Credits (3-1-0)	BUE4545	Fundamental of Capital Markets	4 Credits (3-1-0)	BUE4485
Basics of Services Marketing	4 Credits (3-1-0)	BUE4535	Positive Psychology for Managers	4 Credits (3-0-2)	BUE4546	Financial Security Analysis	4 Credits (3-1-0)	BUE4486

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.

Bachelor of Business Administration (H[illegible]s) / Bachelor of Business Administration (Honors with [illegible]arch) (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 (DSC17)	Research Methodology	4 Credits (4-0-0)	BUL4601
Major or Discipline Specific Core (DSC18)	Economics for Managers	4 Credits (3-1-0)	BUL4581
Major or Discipline Specific Core (DSC19)	Contemporary Environment for Business	4 Credits (3-1-0)	BUL4521
Major or Discipline Specific Core (DSC20)	Management Accounting	4 Credits (3-1-0)	BUL4481
Minor or Discipline Specific Elective (DSE6)	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 (DSC21)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551	Major or Discipline Specific Core (DSC21)	Start-Up and New Venture Planning	4 Credits (3-1-0)	BUL4551
Major or Discipline Specific Core (DSC22)	Decision Science for Managers	4 Credits (3-1-0)	BUL4471	Minor or Discipline Specific Elective (DSE7) / **Courses from Allied Schools**	To be Chosen from List	4 Credits	
Major or Discipline Specific Core (DSC23)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BUL4561	Research Project / Dissertation	Duration Full Semester	12 Credits	BUE4441
Major or Discipline Specific Core (DSC24)	Organization Theory and Design	4 Credits (3-1-0)	BUL4541				
Minor or Discipline Specific Elective (DSE7) / **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)	BUE4531	Counseling Skills for Managers	4 Credits (3-1-0)	BUE4541	Fintech & Cryptocurrency	4 Credits (3-0-2)	BUE4481
Customer Relationship Management	4 Credits (3-1-0)	BUE4532	Diversity Equity and Inclusions	4 Credits (3-1-0)	BUE4542	Project Finance	4 Credits (3-1-0)	BUE4482
Event Planning and Management	4 Credits (3-1-0)	BUE4533	AI Applications in People Management	4 Credits (3-1-0)	BUE4543	Sustainable Finance	4 Credits (3-1-0)	BUE4483
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)	BUE4501	Digital HR	4 Credits (3-1-0)	BUE4544	Financial Markets Regulations	4 Credits (3-1-0)	BUE4484
Media Planning and Scheduling	4 Credits (3-1-0)	BUE4534	Ethical HRM	4 Credits (3-1-0)	BUE4545	Fundamental of Capital Markets	4 Credits (3-1-0)	BUE4485
Basics of Services Marketing	4 Credits (3-1-0)	BUE4535	Positive Psychology for Managers	4 Credits (3-0-2)	BUE4546	Financial Security Analysis	4 Credits (3-1-0)	BUE4486

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.

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BUE1351				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)

(450)

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, Vacabulary, 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' Eric Publishing
2. C. Dale, 'The Art of Public Speaking', Prabhat Prakashan
3. https://hbr.org/2013/06/how-to-give-a-killer-presentation

First Year

BUL1331				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.

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BUE1371				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

BUP1303				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

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BUL1332				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 OrganisationBehaivour, 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. 'ManagingOrganisationalBehavior'.
5. Fred Luthans, 'OrganizationalBehavior', TMH

BUE1321				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: Understandtypes 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 toolDemographic, 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, Justin,'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.

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BUE1063				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 (08 Contact Hours)

Micro Economics and it's 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 (10 Contact Hours)

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

UNIT III (10 Contact Hours)

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

UNIT IV (10 Contact Hours)

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

UNIT V (10 Contact Hours)

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

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 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

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BUP1382				Personality Building			Pre Requisites			
L-T-P							Co-requisites			
L	T	SP	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.

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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, Kropajala Books
6. T. R. Jain and R. K. Kaundal, 'Money and Banking', VK Global Publisher.

2

			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 Namita Agrawal, 'Comdex Tally ERP9.0 Course Kit'.
3. Ashok K Nadhani, 'Tally ERP9 Training Guide', 4th Revised Edition.

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				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 carlosimulations; 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.

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Second Year

BUL2241				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
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 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 (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 (13 Contact Hours)

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

UNIT 3 (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 (13 Contact Hours)

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

UNIT 5 (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, (AIDM), McGraw Hill Education, 2011.
- Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education, India.

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BUE2331				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
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: 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
- Moondy, 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

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BUE2221				Business Research Methods			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: formulate research problem and develop a sufficiently coherent research design

CLO2: get the basic awareness of data analysis including descriptive and inferential measures

CLO3: learn the application of research approaches, techniques and strategies in the appropriate manner formanagerial decision making

CLO4: learn how to write and develop independent thinking for critically analyzing research reports.

COURSE CONTENTS

UNIT I (10 Contact Hours)

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

UNIT II (10 Contact Hours)

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

UNIT III (09 Contact Hours)

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

UNIT IV (10 Contact Hours)

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

UNIT V (9 Contact Hours)

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

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 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

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

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BUE2351				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 lean about motivation and compensation process of sales executives.

COURSE CONTENTS

UNIT I (10 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 (11 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 (11 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

2

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BUE2341				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 (10 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 (11 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 (11 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

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BUE2421				Management Thinkers			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 LEARING OUTCOMES
After successful completion of this course, students shall be able to:
CLO1: Understand origin of Management in Indian Philosophy.
CLO2: Learn the contribution of great thinkers of India in Management.
CLO3: Develop their potential to propose new theories related to Indian corporate scenario.
CLO4: Learn how to apply theories in workplace.

COURSE CONTENTS
Unit 1 (10 Contact Hours)
Management thinkers – concept. Contribution of management thinkers, Managers and Philosophy, Corporate philosophers, Creativity. Thinking in new boxes. Essence of change. Strategic Vision. Visual thinking.
Unit 2 (11 Contact Hours)
Management lessons from Indian philosophy. Greatest management thinkers in India.
Indian Ethos and Management. Quality of work life and work ethics. Human values- Indian insight. Value-oriented Holistic Management.
Unit 3 (11 Contact Hours)
Philosophy and models. Models in Psychology. Optical illusions.
Management theories. Applying Indian management theories at workplace. Comparison of Indian management techniques with prominent management techniques used worldwide.

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. Seema S. Singha and Sudhadeep Mukherjee, 'Indian Ethos, Ethics & Management', Eureka Publications
2. RadhaKrishnan Pillai, 'Corporate Chankaya' , 10th Edition.
3. Ashish Janakray Dave and Sumanta Dutta, 'Business and Management Cases Based on Indian Ethos and Scriptures', Bharti Publications.
4. S. K. Bhatia. 'Business Ethics And Global Values (For Management Courses Focus On Indian Ethos, Ethics In Profession, Corporate Governance, MNCs Values)', Deep & Deep Publications.

933

BUL2362				Production and Operations Management			Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assesament	Minor-I Assesament	Minor-II Assessmant	Major Assesment	Total Assesament
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: 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 (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 (13 Contact Hours)

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

UNIT III (13 Contact Hours)

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

UNIT IV (13 Contact Hours)

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

UNIT V (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.

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BUE2342				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
4	0	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

2

BUE2322				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
4	0	0	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.

	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.
NOTE:	**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** 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

- CharantimathP.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.

BUE2452				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
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: 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.

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BUE2352				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
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 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 Publications.
- ß Chand, M. (2004).Basics of tourism: theory, operation and practice. Kanishka Publishers.
- ß Roday, S., Biwal, A., & Joshi, V. (2009).Tourism operations and management. Oxford University Press.
- ß Goeldner, C.R and Ritchie, J.R (2012). Tourism – Principles, Practices and Philosphies, John Wiley & Sons, Inc.

2

BUE2323				Sustainable Business Practices			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 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)

17 Sustainable Development Goals (SDGs), 3 Ps of Sustainability, Human, Social, Economic, and Environmental Sustainability, Sustainable - Marketing, Human Resources, Finance, Technology and Supply Chain.

UNIT II (13 Contact Hours)

Sustainable Vs Traditional Management Thinking. Rising Consumers' Sustainability Demands. Sustainable Production and Consumption.

UNIT III (13 Contact Hours)

Circular Business Model. Brand Strategy Sustainability Model- Grafting, Hybridizing, Fertilizing, Transplanting. Sustainable Business Model Innovation

UNIT IV (13 Contact Hours)

The World Business Council for Sustainable Development. Key challenges for making sustainability a reality. Sustainability and Competitive Advantage

UNIT V (13 Contact Hours)

Designing Sustainability Reports. Business Responsibility and Sustainability Report (BRSR). Organisations and Sustainability in Practice

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

- 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

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L-T-P				Yoga for Holistic Development			Pre Requisites / Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assessment	Minor-I Assessment	Minor-II Assessment	Major Assesment	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 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, KapalbhatiPranayam. 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)

				Data Visualization with MS-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 Assesment	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: Identify and use different formulas and functions of MS-Excel

CLO2: Apply the different functions and formulas

CLO3: Analyze the data using Pivot tables and charts

CLO4: Understand different operators uses in Excel

COURSE CONTENTS

UNIT I (12 Contact Hours)

Ribbon, Workbook, Worksheet, Format cells, find and select, Templates, Data validation, Protect workbook, worksheet, lock cells, Date & Time

UNIT II (13 Contact Hours)

Count and Sum-one criteria or multiple criteria, logical functions- IF, AND, OR and NOT. Cell References- the difference between relative, absolute and mixed reference, text strings.

UNIT III (13 Contact Hours)

Average, Random Numbers, Rank, Percentiles and Quartiles, AverageIf, MaxIfs and MinIfs, Weighted Average, Mode, Standard Deviation.

UNIT IV (13 Contact Hours)

Sort, Filter, Conditional Formatting, Different Charts, Slicing data, Dicing data, Pareto analysis, Interactive dashboard.

UNIT V (13 Contact Hours)

Summarise data with PivotTables, Customize PivotTables. Group and sort pivot data, Filter pivot data, perform calculations in pivots, PivotCharts, Using visualizations for data story.

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.

Refrence Books

- Excel 2019 All-In-One: Master by Lokesh Lalwani (BPB Publications)
- A Complete Beginners Guide for MS Excel including Formulas and Simple Operation Steps by Egbert Peters (Amazon Kindle Edition)

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Third Year

BUS-361				International Business Management			Pre Requisite			
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.

2

BUL3471				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:

CLO1: To understand the need for effective business analytics within an organization.

CLO2: To analyze complex problems using advanced analytics tools.

CLO3: To learn descriptive, predictive and prescriptive business analytics.

CLO4: To interpret data for better decision-making

COURSE CONTENTS

Unit I (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 I (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 I (13 Contact Hours)

Trendlines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Spreadsheet Modeling and Analysis, Monte Carlo Simulation and Risk Analysis.

Unit I (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 I (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.

BUL3481				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, 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

BUL3491				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 (10 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 (11 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 (11 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.

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 Bhardwaj), K.K. Media, 2023
- Digital Citizenship Toolkit, Ed. Michelle Schwartz, Toronto Metropolitan University Pressbooks, Creative Commons Attribution 4.0 International License

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BUL3492			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 (10 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 (11 Contact Hours)

Stages of Design Thinking, Design Challenge, Team dynamics, Target customer/audience, Probing tools, Systematic Inventive Thinking tool, Creating Empathy Maps

UNIT III (11 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)

2

BUL3493				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 (10 Contact Hours)

Meaning, Scope and Objectives, Principles of Creativity, Benefits and Applications of Creative Thinking. Personal Creativity, Measuring the creativity.

UNIT II (11 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 (11 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

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BUL3511			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

2

BUL3512				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

BUL3482				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.

BUL3521				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 technologycomponents, Information systems in global business, management decision problems, Jobs requiringinformation systems, knowledge, Business processes, different systems serving different managementgroups 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 buildingcompetitive strategies using information systems, business value chain model and their competitiveadvantage.

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 inachieving operational excellence, customer intimacy, supply chain management systems software andplanning.

UNIT 4 (13 Contact Hours)

Emerging technologies, IT infrastructure, Quantum computing, high performance and power savingprocessors, multiple supporting software, intelligent database management, developing capabilities fordatabase management, inventory management, online marketing software management.

UNIT 5 (13 Contact Hours)

Internal and external threats to information systems, various security measures, supporting legal andregulatory 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

- Elbeik, J. A., & Markus, 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.

BUE3531				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 KrishnamacharyuluCsg, Lalitha R, Publisher: Jaico Book House

- Industrial Marketing 2e by K. K. Havaldar, Publisher: Tata McGraw-Hill Publishing Company limited

BUE3501				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?csrno=1827 Select- P-14.

BUE3532				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 Agentry, 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.

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BUE3533				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	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: 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

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BUE3462				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	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: 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.

2

BUE3534				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 (13 Contact Hours)

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

UNIT II (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 (12 Contact Hours)

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

UNIT IV (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 (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)

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BUE3541				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.
- GarryDressler, "Personnel / Human Resource Management", London, Prentice Hall, 1994.
- William B. Werther Jr and Keith Davis "Human Resource Management". Newjersey: McGraw Hill (1993)
- Milkovich & Newman, Compensation, Irwin/McGraw-Hill8th Ed.

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BUE3542				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 1 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

- Ehnert 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)

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HUE3543				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, L. 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

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BUE3544				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 humanresources 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 oftraining 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 toTraining 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, LearningTheories, 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 andexecutives, Training Evaluation- Concept, Different Data Collection methods for evaluation, differentmethods of training evaluation. Evaluating Training Effectiveness, Rol of Training.

UNIT V (13 Contact Hours)

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

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 willbe assigned. Each student will work individually or in groups (as per instruction ofthe concerned faculty members) over the Semester towards applying the conceptsbeing taught in the course. The case studies and role plays over the semesterwould help the students to prepare professional and mature managers. The last 4-5sessions would be devoted towards presenting and discussing their projects toimprove 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, Landon
- Auerback, Carol, Active Training: A Handbook of Techniques, Designs, Case Examples and Tips, Pfeiffer Publishing
- Phillips, 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.

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BUF3545				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

2

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BUE3546				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 Gide 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.

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BUE3481				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, geopolities 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 (13Contact 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.

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2

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BUE3482				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.

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HUE3483				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 Jenson'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

BUE3484				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.
- Chance, Don, M. & Brooks, Rob, "Introduction to Derivatives and Risk Management", Cengage Learning.
- Saunders, Anthony & Cornett, Marcia Millon, "Financial Institutions Management: A Risk Management Approach" McGraw Hill/Irwin.
- Marshall, John, F & Bansal, Vipul, "Financial Engineering" PHI Learning.

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BUE3485				Financial Statement Analysis			Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Mitur 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
- 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

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DEB 3486				Fundamentals of International Finance			Pre Requisites			
3-1-0							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 (12 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 (13 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 (13 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 (13 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 (13 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

BUL4601				Research Methodology		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
4	0	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: 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.

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

BUL1581				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.

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BUL4521				Contemporary Environment for Managers - Business		Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assign ment	Mid Term	Major Assessm ent	Total Assessm ent
3	1	0	4	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE OUTCOMES

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

CLO1: Distinguish between micro and macro environmental factors.

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

CLO3: Understand the impact of government policies and regulations.

CLO4: Formulate Strategies for business development.

COURSE CONTENTS

UNIT I (12 Contact Hours)

Business Environment: Meaning, nature and scope, economic and non-economic environment;internal and external environment. Scanning of environment – importance, methods and techniquesof scanning.

UNIT II (13 Contact Hours)

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

UNIT III (13 Contact Hours)

Environmental degradation-environmental,Environmental Legislations, Environmental policy – instruments, global warming. Global Business Environment: developing and emerging countries; agreements and issues: Global outsourcing; MNC's and FDIs.

UNIT IV (13 Contact Hours)

Industrial policy, trade liberalization, industrial licensing, competition Law, consumer protection act.Economic Development and Pollution, Changing role of Government, GreenMarketing, Environmental Technology and its implications, SustainableDevelopment

UNIT V (13 Contact Hours)

Definition of Corporate Governance, its Principles,Benefits. SEBI Code of Corporate Governance, Corporate Governance – Historicalperspectives 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.

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 Cherunilam, 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.

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BUL4481				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 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 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

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BUL4551				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 Misses 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-upand 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: fesibility Analysis- The cost & Process of Raising capital – Unique Funding issues of a High-tech Ventures funding with equity financing with debt fundingstrategies 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 ,SAMRIDDHIScheme , MudraScheme (Sishu, Kishore & Tarun) , ATAL Innovation Mission MSME Multiplier Grants Scheme, Credit Guarantee fund trust for micro & small business – Software Technology Park, VentureCapital Assistance Scheme – Single Point Registration scheme Self Employment & TalentUtilization (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.

BUL4471				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.

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BUL4561				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

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BUL4541				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.

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BUE4531				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

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BUE4532				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	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 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 - Aequiring 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 Input; 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 Limted, New Delhi, 2011
- S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limted, New Delhi, 2008
- Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limted, New Delhi, 2008
- V. Kumar & Werner J., Customer Relationship Management, Willey India, 2008

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BUE4533				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 Subsides 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.
- Robinson, 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.

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BUE4501				Destination Planning and Development			Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Assignment	Minor-I Assessment	Minor-II Assessment	Major Assessment	Total Assessment
3	1	0	4	2 Minors of 2 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. (2003). 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.

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BUE4534				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	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 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 InThe 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.

B

BUE4535				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

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BUE4541				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)

Counselling: 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

BUE4542				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

BUE4543				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

BUE4544				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 Mazuit

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BUE4545				Ethical HRM			Pre Requisites			
L-T-P							Co-requisites			
L	T	SP	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 Ady Pilbeam, 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

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HUE4546				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 applyingcomponents of positive psychology, mindfulness relations at workplace, etc.Each student will work individually or in groups (as per instruction of the concernedfaculty members) over the Semester towards applying the concepts being taught inthe course. The case studies and role play over the semester would help thestudents to prepare professional and mature managers. The last 4-5 sessions wouldbe devoted towards presenting and discussing their projects to improve upon and addthe 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

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BUE4481			FinTech and Cryptocurrency				Pre Requisites								
L-T-P							Co-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 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:	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

BUE4482				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

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BUE4483				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 Ilhan Arsel (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

BUE4484			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)

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BUS4485				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)

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)

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)

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)

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)

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 Kulkami & Dr Suhas Kulkami. Capital Markets and Financial Services, Nirali Publications, 2001, Mumbai.
- Rajesh Chakraborthy, Sankar D.E, Capital Markets in India, Sage Publications, 2011, New Delhi

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BUE4486				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 Strenth 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, Bailley – 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

Program Specific Outcomes (PSOs) of MBA program offered by SoB at SMVDU

The curriculum and syllabi of M.B.A. Two Year Full Time Degree Program is designed to achieve Identified Graduate Attributes (GAs) with following POs.

After successful completion of the degree program, a student(s) will be able to:

1. **PO1.** Acquire in-depth knowledge of Management Discipline, including wider and global perspectives, with an ability to discriminate, evaluate, analyse and synthesize existing and new knowledge, and integration of the same for enhancement of knowledge. **(Academic Result).**
2. **PO2.** Analyse complex business problems critically, apply independent judgment for synthesizing information to make intellectual and creative advances for conducting research in a wider theoretical, practical and policy context. **(Research and Innovation).**
3. **PO3.** Think laterally and originally, conceptualize and solve managerial problems, evaluate a wide range of potential solutions for those problems and arrive at feasible, optimal solutions after considering public health and safety, cultural, societal and environmental factors in the core areas of expertise at the national and international levels. **(International / Global Reach).**
4. **PO4.** Extract information pertinent to unfamiliar industry issues through literature survey and experiments, apply appropriate research methodologies, techniques and tools, design, conduct survey, analyse and interpret data, demonstrate higher order skill and view things in a broader perspective, submit a report about the study in management. **(Practical Knowledge & Industry Interaction).**
5. **PO5.** Understand management in multifunctional areas like Marketing, Finance, Human Resource, Business Analytics. Also they will be able to demonstrate ability to understand and derive meaningful inferences about organizational performance. **(Functional Specialization).**
6. **PO6.** Possess knowledge and understanding of group dynamics, recognize opportunities and contribute positively to collaborative-multidisciplinary management research, demonstrate a capacity for self management and teamwork, decision-making based on open-mindedness, objectivity and rational analysis in order to achieve common goals. **(Team Work).**
7. **PO7.** Demonstrate knowledge and understanding of management principles and apply the same to one's own work, as a member and leader in a team, manage projects in the working environment efficiently in respective disciplines and multidisciplinary environments after considering the socio-economic and financial factors. **(Industry Overview).**
8. **PO8.** Communicate at all level of society, regarding complex managerial activities confidently and effectively, such as, being able to comprehend and write effective reports and design documentation by adhering to appropriate standards, make effective presentations, and give and receive clear instructions. Also they will demonstrate an ability to communicate effectively, both written and verbal. **(Speaking / Writing Skills).**
9. **PO9.** Recognize the need for, and have the preparation and ability to engage in life-long learning independently, with a high level of enthusiasm and commitment to improve knowledge and competence continuously. **(Continuing Education).**
10. **PO10.** Acquire and exhibit professional integrity, code of conduct, ethics of research and scholarship, consideration of the impact of research outcomes on professional practices and an understanding of responsibility to contribute to the community for sustainable development of society. **(Values, Ethics and Professional Integrity).**
11. **PO11.** Observe and examine critically the outcomes of one's / own actions and make corrective measures subsequently, and learn from mistakes without depending on external feedback. **(Independent and Reflective Learning).**
12. **PO12.** Adopt a problem solving approach to identify timely opportunity using business innovation to harness the available resources in order to create value and wealth for the stakeholders of the society. **(Employment, Entrepreneurship and Successful Career).**

Upon successful completion of the program, graduates will be able to...

1. **PO1.** Gain deep managerial knowledge and synthesize new ideas. (Academic Result)
2. **PO2.** Analyze complex problems and innovate within research contexts. (Research and Innovation)
3. **PO3.** Think originally and solve global business issues with optimal solutions. (International / Global Reach)
4. **PO4.** Investigate industry problems using research tools and report findings. (Practical Knowledge & Industry Interaction)
5. **PO5.** Understand key business functions and assess organizational performance. (Functional Specialization)
6. **PO6.** Work collaboratively, manage teams, and make rational decisions. (Team Work)
7. **PO7.** Apply management principles to lead projects across disciplines. (Industry Overview)
8. **PO8.** Communicate effectively at all levels, both verbally and in writing. (Speaking / Writing Skills)
9. **PO9.** Pursue lifelong learning with commitment and enthusiasm. (Continuing Education)
10. **PO10.** Practice ethical conduct and contribute to sustainable development. (Values, Ethics and Professional Integrity)
11. **PO11.** Reflect independently and improve through self-assessment. (Independent and Reflective Learning)
12. **PO12.** Innovate and create value for stakeholders through entrepreneurship. (Employment, Entrepreneurship and Successful Career)

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)	Research Methodology	4 Credits (3-0-2)	BUMMD401
Major or Discipline Specific Core (DSC17)	Economics for Managers	4 Credits (3-1-0)	BULMD401
Major or Discipline Specific Core (DSC18)	Contemporary Environment for Business	4 Credits (3-1-0)	BULMD403
Major or Discipline Specific Core (DSC19)	Management Accounting	4 Credits (3-1-0)	BULMD405
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)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402	Major or Discipline Specific Core (DSC20)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402
Major or Discipline Specific Core (DSC21)	Decision Science for Managers	4 Credits (3-1-0)	BULMD402	Minor or Discipline Specific Elective (DSE8) / **Courses from Allied Schools**	To be Chosen from List	4 Credits	
Major or Discipline Specific Core (DSC22)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BULMD404	Research Project / Dissertation	Duration Full Semester	12 Credits	BUDPR402
Major or Discipline Specific Core (DSC23)	Organization Theory and Design	4 Credits (3-1-0)	BULMD406				
Minor or Discipline Specific Elective (DSE8) / **Courses from Allied Schools**	To be Chosen from List	4 Credits					

Discipline Special Elective (DSE)

Marketing			HR			Finance			Business Analytics		
Semester VII	Credit (L-T-P)	Course Code	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	Social Media Analytics	4 Credits (3-1-0)	BULMI417
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	Applied Multivariate Analysis	4 Credits (3-1-0)	BULMI419
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	Database Management System	4 Credits (3-1-0)	BULMI421
Semester VIII	**Credit (L-T-P)**	**Course Code**	**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	Supply Chain Analytics	4 Credits (3-1-0)	BULMI418
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	Econometrics for Business Analytics	4 Credits (3-1-0)	BULMI420
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	Business Analytics and Valuation	4 Credits (3-1-0)	BULMI422

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.

PSO 1: Strategic and Analytical Thinking

Graduates will be able to apply strategic management concepts and data driven decision-making tools to analyze business problems and implement effective solutions in dynamic and competitive environments.

PSO 2: Leadership and Team Management

Graduates will demonstrate the ability to lead, motivate and manage diverse teams efficiently by employing organizational behavior principles and ethical leadership practices.

PSO 3: Domain Specific Proficiency

Graduates will gain specialized knowledge in functional areas such as Marketing Management, Human Resource Management and Financial Management enabling them to develop and execute domain-specific strategies aligned with organizational goals.

विज्ञानं ब्रह्म

Shri Mata Vaishno Devi University Katra

School of Business

PROGRAM EDUCATIONAL OBJECTIVES

PEO 1

Management graduates of the program will contribute in creation, transmission and application of knowledge in the field of management.

The MBA program will enable graduates to generate, disseminate, and apply managerial knowledge in real-world contexts.

The Management Education will enable graduates to generate, disseminate, and apply managerial knowledge in real-world contexts.

PEO 2

Management graduates of the program will be equipped with quantitative and qualitative skills to identify and analyse business challenges; and will design and create business opportunities in a global dynamic environment.

Analytical, innovative, and entrepreneurial skills developed during the program will help management graduates address challenges and seize opportunities in dynamic global markets.

PEO 3

Management graduates of the program will acquire necessary skill sets to think strategically, lead, motivate and manage teams thereby enhancing effectiveness and efficiency in business operations.

Strategic thinking, leadership, and team management capabilities will be cultivated to enhance organizational performance and impact.

PEO 4

Management graduates of the program will be able to implement corporate governance and societal values in the real life situation with professional ethics and code of conduct.

By fostering ethical responsibility, the program will prepare management graduates to integrate governance standards and societal values into professional practice.