

**HARCOURT BUTLER TECHNICAL UNIVERSITY
KANPUR, INDIA**

BBA PROGRAMME

For Academic Session (2024-25)

STUDY AND EVALUATION SCHEME

With

SYLLABUS



Department of Management Studies

School of Entrepreneurship & Management

BBA

FIRST YEAR SYLLABUS (2024-25)

Objective:

1. To understand the basic concepts, Principles, and Theories of Management.
2. To examine the essential functions of managers.
3. To analyze the impact of globalization, diversity, and ethics on management.
4. To develop skills in strategic planning, decision-making, and leadership.

Unit I: Introduction to Management

Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling

Unit II: Planning, Organizing and Staffing

Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; Decision making- Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment

Unit III: Leading, Directing and Controlling

Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.

Unit IV: Strategic Management, Ethics and Social Responsibility

Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.

Suggested Readings:

1. Rao, V. S. P. Management Principles and Applications. Taxmann Publications.
2. Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston
3. Kapoor, Premvir, Principles of Management, Khanna Book Publishing.
4. Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education.
5. Robbins, S. P. & Coulter, M. A. Management. Pearson.

Course Outcomes:

1. Demonstrate how management principles are used to solve practical business problems.
2. Compare and contrast different management theories and their effectiveness in various organizational contexts.
3. Design a management strategy for a hypothetical or real organization using a mix of management theories and practices.
4. Propose innovative management solutions to enhance efficiency and effectiveness in given business scenarios.

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	1	1	2	1	1	1	2	3	2	1	1	2
CO2	3	3	2	2	1	2	2	1	2	1	2	3	2	1	1	2
CO3	3	3	3	3	2	1	2	1	1	1	2	3	2	1	1	3
CO4	3	3	3	2	3	2	2	2	2	1	2	3	2	1	1	3

Objective: Business economics uses economic concepts and principles by emphasizing on demand and supply analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy that might affect business performance

Unit I: Fundamentals and Basic elements of Microeconomics

The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics. Scope of Study and Central Problems of Micro and Macroeconomics Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand. Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.

Unit II: Producer And Consumer Behavior.

Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves. Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.

Unit III: Analysis of Market.

Concept of Market and Main Forms of Market.

Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and oligopoly.

Unit IV: National Income and Various Indian Economy Challenges.

Circular Flow of Income, Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income.

A Brief Introduction of Indian Economy - Pre-and Post-Independence.

Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic Business Environment, Trade with Various Nations, Sustainable Economic Development.

Suggested Readings:

1. Varian. H.R: Micro Economics A modern Approach.
2. Ahuja, H.L. Advanced Economic theory.
3. Jain K.P. Advanced Economic theory
4. Jhingan M.L. Modern Micro Economics
5. J. Shapiro: Macro Economic Theory and Policy
6. M.L. Jhingan: Macro-Economic Theory and Policy

Course Outcomes:

1. Understand basic concepts of microeconomics and solve the problem of reallocation and Distribution of the scarce resources.
2. To analyze the form and nature of the market and their pricing strategies.
3. Understand the calculation of national income and true measure for increasing economic welfare.
4. Understand various challenges associated with the Indian economy and help to balance the economy.

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CO1	3	2	2	2	1	1	2	1	1	1	2	3	2	1	1	2
CO2	3	3	2	2	1	2	2	1	2	1	2	3	2	1	1	2
CO3	2	3	3	2	2	1	2	2	1	1	2	2	2	1	1	3
CO4	2	3	3	2	3	1	2	1	2	2	2	3	2	1	1	3

Objective:

1. To provide an understanding of application of various principles and practice of Accounting.
2. To demonstrate the knowledge on the process of accounting cycle and basic steps involved in Accounting.
3. To apply the knowledge of systematic maintenance of books of accounts to real life business.
4. To estimate Annual Financial statements of Sole proprietorship and Company form of business.

UNIT I:

Introduction to Accounting, Accounting system and process

Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organisations, Accounting taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.

UNIT II:

Recording transactions and Trial balance

Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors..

UNIT III:

Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts

UNIT IV:

Company Final Accounts

Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical).

Suggested Readings:

- 1 S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. Jain S.P., & Narang K L. Basic Financial Accounting I, New Dehli, Kalyani publishers
3. Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education
4. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning.
5. Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications.

Course Outcomes:

1. Identify the application of various principles and practice of Accounting in preparation of accounting statements.
2. Demonstrate the knowledge on the process of accounting cycle.
3. Apply the knowledge of systematic maintenance of books of accounts to real life business.
4. Estimate Annual Financial statements of Sole proprietorship and Company form of business.

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CO3	3	2	3	2	2	2	1	1	2	1	2	3	2	1	1	3
CO4	3	3	3	3	2	2	1	1	3	2	2	3	2	1	1	3

Objective:

- 1.The course aims to provide knowledge about basics of computer & its components and their significance.
- 2.To provide knowledge about basics of Hardware and Software and their significance in business.
- 3.To provide hands on learning about computer Network and its Architecture
- 4.To develop understanding of Ms Word and Ms PowerPoint and its different applications.

UNIT I:

Basics of computers and their evolution- Characteristics of Computer, Components of Computer, Generation of Computer, Application of Computer, Various fields of Computer, Computer Language, Compiler& Interpreter, Computer Memory Types of memory and memory hierarchy.

UNIT II:

Hardware and Software: Introduction, Types of Software, Input Devices and Output Devices, Relationship between Hardware and Software, Operating System: Definition, Functions and Types.

UNIT III:

Computer Networking: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies (Ring, Star, Bus, Mesh), Overview of Internet, Architecture & Functioning of Internet, Internet Services, Difference Between Internet, Extranet and Ethernet.

UNIT IV:

Windows (latest Version): Introduction, Features, Installation, Activation, Security Features, Ms Word: Overview of Ms Word, it's all the applications and uses. Ms Power Point: Introduction, Creating a Presentation, Using Templates, Inserting Charts, Inserting Tables. (Lab work)

Suggested Readings:

1. K. Sinha & P.Sinha, Computer Fundamentals, BPB Publication
2. V. Rajaraman, Computer Fundamentals, PHI
3. Tannenbaum, Computer Applications and Networks
4. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
5. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).

Course Outcomes:

1. Be able to understand the basic concepts of computer
2. Be able to understand the importance of hardware and Software in the working of computer
3. Be able to understand the Computer Network and its Architecture
4. To gain knowledge about applications of Ms Word and Ms Power Point

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CO3	2	2	3	2	2	2	1	1	2	2	2	3	2	2	1	3
CO4	2	1	2	3	1	2	1	2	3	2	2	2	2	2	1	3

Objective:

1. To understand the concept, process, and importance of Business Communication.
2. To help students in understanding the basic principles and techniques of business communication.
3. To train students to acquire and master written communication for the corporate world.
4. To sensitize students to understand Business Communication in Global and Cross-Cultural context.

UNIT I: Introduction to Communication in Organizations

Introduction to Business Environment and Communication, Models of communication, Basics of Communication (types, channels and barriers), 7Cs of communication, Formal and informal communication, Listening Skills, communication on social media platforms.

UNIT II: Written Communication

Planning and executing different types of messages, emails, formal letters (Planning & Layout of Business Letter) and informal messages on e-platforms, negative messages: indirect & direct negative messages; Persuasive messages, request letters to various stakeholders, Sales Letters, Complaint & Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume, Resignation Letters.

UNIT III:-Interpersonal Communication

Team communication, managing communication during online meeting, communication with virtual team, communication in gig economy; Presentation skills (Verbal and non-verbal); Power-point presentation skills; Infographics, introduction to contemporary alternatives (such as- Prezi, Visme, Microsoft Sway, Zoho).

UNIT IV: Digital Communication

Social media and individual, social media & organizations, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, Digital collaboration, digital citizenship –digital etiquettes & responsibilities; introduction to personal and organizational websites)

Suggested Readings:

1. AICTE's Prescribed – Communication Skills in English, Khanna Book Publishing.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L., Thill, J. V. & Raina, R. L, Business Communication Today, Pearson).

Course Outcomes:

1. Apply the skills of effective letter writing and be able to create various kinds of Business letters.
2. Understand various barriers to communication and apply pre-emptive measures, including feedback, to minimize the same.
3. Students shall be able to effectively analyze and evaluate various kinds of business correspondence and e-correspondence.
4. Able to present in front of audience with confidence and expertise.

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CO3	3	3	2	2	1	2	3	2	3	2	3	3	2	3	2	3
CO4	3	2	3	3	2	3	2	3	3	3	3	3	3	2	2	3



Objective:

1. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.
2. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.
3. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.
4. Explore the legal history of competing claims between economic development and principles of equity and justice in India.
5. Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts.
6. Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19.

Course Content**Unit I :An Economic History of the Constitution of India.**

Historical understanding of the constitution as an economic document. Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice.

Unit II: Fundamental Rights and Business in India.

Article 19(1)(g), grants every citizen the right, to practice any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions impose by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties.

Unit III: Fiscal Federalism

Article articles 301 to 307 of the Constitution pertains to Trade, Commerce and Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution.

Unit IV: Constitutional battles that shaped the economy.

This module will be taught through key case studies that demonstrate the complex and fascinating overlap between the constitution and business and shall use Saurabh Kirpal's book Fifteen Judgments: Cases that Shaped India's Financial Landscape as our guide through this landscape. The case studies include the banning of diesel engine cars, Telecom regulation and ownership of broadcast media, Demonetisation, Aadhaar, the lifting of restrictions on dealing in crypto currencies

Suggested Readings:

1. The Oxford Handbook of the Indian Constitution, Oxford university press.

Course Outcomes:

1. To gain a thorough understanding of the basic structure and key principles of the Indian Constitution, including the Preamble and DPSP.
2. To understand the fundamental rights enshrined in the Constitution, particularly Article 19(1)(g), and their implications for business practice,
3. To understand the principles of fiscal federalism in India and its challenges related to trade and commerce mentioned in Articles 301 to 307,
4. To study the important court cases, examining how these decisions have impacted economic policies and business regulations.

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CO1	3	2	2	1	2	1	2	2	2	2	2	3	2	1	1	2
CO2	2	3	2	1	2	1	3	2	2	2	2	3	3	2	2	2
CO3	3	3	2	2	2	1	2	3	2	2	3	2	3	1	3	2
CO4	2	3	2	2	3	2	3	2	2	3	3	3	2	3	2	3

Objective:

1. To develop basic understanding of the concept of human behavior and organization.
2. To highlight the importance of OB in modern organizations.
3. To understand individual and group behavior in the workplace to improve the effectiveness of an organization.
4. To critically evaluate leadership styles and strategies.

Unit I: Introduction to Human Behavior and Organization.

Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models.

Unit II: Individual Behavior

Foundations of Individual Behavior; Personality- Concepts, Determinants and its Type; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory).

Unit III: Group & Team Behaviour

Groups and Work Teams: Concept: Five Stage model of group development; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Groupthink and shift, Group cohesiveness & Group conflict

Unit IV: Leadership

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational & transactional): Comparison of Indian leadership styles with other countries.

Suggested Readings

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred- Organizational Behavior: An Evidence-Based Approach - McGraw Hil Publishers Co. Ltd., New Delhi.
3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand & Sons, New Delhi.
4. Rao, VS P-Organization Behavior –Himalaya Publishing House.
5. Aswathappa.K.-Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.

Course Outcomes:

1. Understand the importance of OB as a field of study.
2. Demonstrate theoretical knowledge of individual behavior in organization.
3. Understand the foundations of group & team behaviour.
4. Understand the concepts of Leadership.

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	1	1	2	1	1	1	1	3	2	1	2	3
CO2	3	3	2	2	1	2	2	1	2	2	2	3	2	2	2	3
CO3	3	3	3	3	2	2	2	2	2	2	2	3	3	3	2	3
CO4	3	3	3	3	3	3	2	2	3	3	3	3	3	3	2	3

Objective:

1. Understanding of key macroeconomics variables-outputs, Price and rate of interest
2. To analyse the effect of fiscal and monetary policy
3. To familiarize mechanics of money supply and understand the working of an open economy

Course Content

Unit I: Measurement of Macroeconomic variables: National Income Accounts, Gross domestic Product, National Income, Personal and Personal Disposable income; Classical theory of output and employment, Quantity theory of Money, Classical aggregate demand curve, Classical theory of interest rate, Collapse of the classical Macroeconomics

Unit II: Simple Keynesian Model: components of aggregate demand; equilibrium income; changes in aggregate demand and investment multiplier, Theory of income determination in closed economy model (Govt. sector).

Unit III: Properties of ISLM curve: factors affecting the position and slope of ISLM curve; determination of equilibrium income and interest rates, effect of monetary and fiscal policy; relative effectiveness of monetary and fiscal policy.

Unit IV: Inflation: Meaning, Methods of measuring inflation, Types of inflation; consequences of inflation, Inflation in less developed countries, measures to control inflation, Kinds of unemployment, Phillips curve. Balance of Payment account: Meaning, Purpose, causes and kinds of disequilibrium

Suggested Readings:

2. D.N.Dwivedi “ Macro Economics: Theory & Policy, Tata McGraw Hill
3. Froyen, R.P. “Macro economics-theories and policies” Pearson.
4. Dornbush and Fischer “ Macro Economics” Tata McGraw Hill
5. N Gregory Mankiw “ Macro Economics” worth Publishers

Course Outcomes:

1. Understand the determination of key macroeconomics variables-outputs, Prices and rate of interest
2. Analyse the effect of equilibrium income and understand the income determination in closed economy
3. Describe the mechanics of monetary and fiscal policy
4. Understand the impact of inflation and Balance of payment

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YEAR
SYLLABUS (2024-25)

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CO1	3	3	2	3	1	2	2	1	1	1	1	3	2	1	2	3
CO2	3	3	3	2	1	2	2	1	2	2	2	3	2	2	2	3
CO3	3	3	3	3	2	2	2	2	1	2	2	3	3	3	2	3
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	3	2	3

Objective:

1. To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost.
2. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information
3. To provide with the basic understanding of budgetary control.

Unit I: Introduction to Cost and management accounting

Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification – Elements of cost – Preparation of cost sheet.

Unit II: Marginal Costing and Budgetary control

Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing - Break Even Analysis-Meaning and Importance - Break even chart-P/V ratio - Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence- Problems in Marginal costing. Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget.

Unit III: Financial Statement Analysis

Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, and Turnover ratios.

Unit IV: Cash flow statement

Introduction- Concept of Cash, Cash from Operation Activities, cash from Financing Activities and cash from Investment Activities, Preparation of cash flow statements with adjustments. Management Reporting – Meaning , Definitions, Objectives and Purpose of reporting.

Suggested Readings

1. Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.
2. Jain, S.P.,&Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.
3. Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.
4. Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
5. Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi:Tata McGraw Hill Education.

Course Outcomes

1. Understand the relevant concepts of cost and management accounting and prepare Cost Sheet
2. Understand the concept of Marginal costing and Budgetary Control
3. Interpret the financial statements for managerial decision making
4. Understand purpose and Method of preparing Cash flow statement.

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CO3	3	3	3	3	2	2	2	2	1	2	2	3	3	3	2	3
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	3	2	3

Objective:

1. To understand the application of relevant concepts of Statistics to a given business scenario.
2. To understand business problems and make decisions using appropriate statistical tools and explain trends
3. To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.

Unit – I: Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis.

Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.

Unit – II: Correlation and Regression.

Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines – x on y , y on x , regression equations and regression coefficients.

Unit – III: Probability and Probability distributions.

Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.

Unit–IV: Introduction to Logic.

Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, Inductive and deductive reasoning.

Practical Component

Understanding basic concepts of statistics is possible by incorporating data sets from real life situations. In every unit one hour could be set aside to handle realistic data such as number of steps taken on a day, daily expenditures of students, air quality index in various months in various cities, stock prices etc. using EXCEL and make their interpretations. Students may make short presentations of their analysis to add to the learning experience.

Suggested Readings

1. Levin R. I. & Rubin D. S. Statistics for Management. Delhi: Pearson.
2. Pillai & Bagavathi. Statistics, Theory and Practice, S Chand Publishing
3. SP Gupta. Statistical Methods, Sultan Chand and Sons.
4. SC Gupta. Fundamentals of Statistics, Himalaya Publishing House.
5. Sharma, Gupta, The Practice of Business Statistics, Khanna Publishing House.
6. Sharma J.K. Business Statistics, Vikas Publishing House

Course Outcomes:

1. Understand and measure central tendency, dispersion and skewness of the data set
2. Understand and measure correlation and regression in the data set
3. Able to use probability as tool on business data and conduct statistical treatment.
4. Understand data handling skills with clarity and logical reasoning

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
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CO3	3	2	3	3	2	2	2	2	1	2	2	3	3	2	3	3
CO4	2	3	3	3	3	2	2	2	3	3	3	2	3	3	2	3

Objective: To familiarize the students with various business environment concepts that can be used for effective decision making. Emphasis will be on understanding the relationship between environment and business.

Unit I: Scope and Characteristics—Factors affecting micro and macro environment Significance for economic policies and decisions in organizations- ethical issues in business. Environmental Scanning.

Unit II: Nature of the Indian Economy, factors affecting the economy, economic resources (natural, industrial, and technological) impact of liberalization, privatization and globalization on Indian business. GDP - growth rate population - Urbanization - Fiscal deficit – Per capita income and their impact on business decisions.

Unit III: Political Environment: Economic roles of the government, government and legal environment, economic roles of government of India. Role of govt. in business- impact of Fiscal, Monetary, EXIM policy and industrial policy on business.

Technological Environment: Meaning- features- impact of technology- Transfer of technology – Technological policies, regulation of foreign investment and collaboration.

Unit IV: Social Environment: Business and society, business and culture, language, culture and organizational behaviour, other social/cultural factors, social responsibility of business.

Global Environment: Global Trends in Business and Management - MNCs - Importance, Advantages and Weakness of MNCs - Trends in Indian Industry.

Suggested Readings

1. Pailwar V.K, Business Environment, Prentice Hall India Learning Private Limited
2. Aswathappa K, Essentials of Business Environment, Himalaya Publishing House.
3. Paleri and P, Business Environment, Cengage Learning
4. Shaikh Saleem, Business Environment, 4e, Pearson Education.
5. Shah & Garg, Business Organization and Management, Oxford Book Company.
6. Sherlekar S A, Modern Business Organization and Management, Himalaya Publishing House

Course Outcomes

1. Understand the impact of micro and macro environmental factors on business
2. Understand the current economic environment and its impact on business
3. Understand the impact of current technology on Indian business.
4. Understand the social responsibility and global trends of business

COs / POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	2	2	1	1	2	2	2	2	2	3	1	1	2	2
CO 2	3	3	2	2	2	1	2	2	3	2	2	3	2	1	2	3
CO 3	2	2	3	3	2	3	1	3	3	2	2	2	3	2	2	3
CO 4	3	2	2	3	2	2	3	3	2	3	2	3	3	2	2	3

Objective:

1. To gain a comprehensive understanding of diversity and equity, and their interconnectedness within organizational contexts.
2. To examine the theoretical perspectives and models that contributes to Diversity &Equity efforts.
3. To understand macro-aggressions and develop strategies for recognizing, addressing and mitigating their effects.

Unit I: Nature of Diversity and Equity (DE)

Diversity and Equity- meanings and significance; Classifications of Diversity; Equity vs. Equality; Components of Inclusion; Role of Diversity and Equality in Organizations.

Unit II: Theoretical perspectives and legal/regulatory frameworks on DE in the workplace.

Managerial, sociological and social psychological theories related to DE; Pluralistic / inclusive organization; Valuing diversity and preventing problems; Preventing harassment and bullying Relevant laws, policies and regulations pertaining to DE in the workplace, education and society at large.

Unit III:

Defining Macro-aggressions, Categories and types of macro-aggressions; Negative impacts of macro-aggressions and dealing with macro-aggressions. Biases, addressing Macro-aggressions; Communication strategies and Inclusive leadership, Bias at work, Outcomes of biases for individuals, groups and organizations; Biases through Employee Lifecycle – relevance and challenges at the workplace ;In-groups and Out-groups; Verbal and non-verbal communication Skills, Implementing Inclusive Language, Active Listening.

Unit IV: Analyse diversity management programs, strategies and policies and examine its relationship to leadership. Inclusive Recruiting and Hiring, Providing Resources and Accessibility, Supporting Gender Identity. Psychological Safety.

Suggested Readings

1. Cunningham, G.B. Diversity, Equity and Inclusion at Work. Routledge.
2. Robert Shrank “Two Women, Three Men on a Raft,” Harvard Business Review, May-June.
3. Ng. E.S. & Rumens, N. Diversity and inclusion for LGBT workers: Current issues and new horizons for research. Canadian Journal of Administrative Sciences. 34.109-120.
4. Hollins, C. & Govan, I. ,Diversity, Equity and Inclusion: Strategies for facilitating Conversations on Race, Rowman & Littlefield.
5. Bernstein, R.S., Salipante, P.F. & Weisinger, J.Y.Performance through Diversity and Inclusion(Leveraging Organizational Practices for Equity and Results). Routledge

Course Outcomes

1. Comprehend and differentiate diversity, equity, and inclusion in various contexts.
2. Understand frameworks on Diversity and Equality in the workplace.
3. Understand Biases, and addressing Macro-aggressions.
4. Analyse the impact of Diversity and Equality initiatives on innovation and productivity.

COs/ Pos/ PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	2	1	1	2	2	2	2	2	2	1	1	1	2
CO2	2	3	2	2	2	1	2	2	2	2	2	2	3	2	2	2
CO3	2	3	2	1	2	2	3	1	2	2	2	2	3	2	1	2
CO4	3	3	3	2	2	2	3	3	2	3	3	3	2	3	3	3

BBA

SECOND YEAR SYLLABUS (2025-26)

Objective:

1. The course will enable students to understand how HR plays a functional role, needed for organizational effectiveness and management.
2. Understand the difference between functional and strategic role of HR
3. Students will analyse the need for HR planning, Innovation, use of technology, and sector specific HR needs
4. Understand the innovation in HRM and best practices.

Unit I: Unit 1: The Nature of HRM

Human Resource Management—An Introduction; Human Resource Business Partnership HRM; HRM policies, HRM in globally competitive environment; Functional HRM; strategic human resource management.

Unit II: Plan, Acquire, Develop, Career Management

Employee life cycle approach, Human Resource Planning; Recruitment and Selection; Training and Development; Competency Management; Career Management Talent Management, Managing the GIG employees and Virtual employees and team.

Unit III: Engagement, Performance, compensation management, Industrial Relations, Compliance, Employment relations

Changing nature of Employee Engagement; Performance Management; Compensation and Benefits; Compensation for Special Groups, Industrial Relations; Workplace Laws and Regulations; Employment Relations.

Unit IV: Technology, HR Analytics, Innovation

Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; Workplace Wellness, sustainability goals and HRM , Green HRM and challenges.

Suggested Readings

1. DeNisi, A.S. ,Griffin,R.W and Sarkar,Anita Human Resource Management, Cengage Learning
2. Sengupta Amitabha, Human Resource Management: Concepts, Practices, and New Paradigms
3. Cascio, Wayne F., Managing Human Resources, Tata McGraw Hill, New Delhi
4. DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi.

Course Outcomes

1. This course will equip a student to:
2. Explain how Functional HRM contributes in organizational management.
3. Analyze all HR Functions like recruitment selection, performance management, compensation benefit, Training and Development and Career Management/Talent Management
4. Apply HR analytics, HR with innovation

COs / POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO 1	3	2	2	2	2	1	3	2	2	2	2	2	3	1	2	3
CO 2	3	2	2	3	2	1	3	2	2	2	3	3	2	2	2	3
CO 3	3	3	3	3	2	2	3	2	2	3	3	3	2	2	3	3
CO 4	3	3	3	3	3	3	3	2	2	3	3	3	3	2	2	3

Objective: By the conclusion of this course, students are expected to:

1. Describe, compare and contrast different theoretical approaches to international economic issues.
2. Understand the difference between free trade and protection
3. To teach about the features, balance of payments and foreign exchange of international trade.

Unit I: INTRODUCTION TO INTERNATIONAL TRADE

Meaning and scope of International Trade – Features of International Trade – Factors Influencing International Trade - Differences between Internal trade and International trade – Theories of International trade – Adam Smith, Ricardo and Huckster –Ohlin

Unit II: FREE TRADE VS PROTECTION

Free Trade – Meaning – Case for and case against free Trade – Importance of Free Trade – Protection of Trade - – Meaning – Case for and Case against Protection of Trade - Tariffs – Meaning, Types and Effects of Tariffs – Quotas – Meaning, Types and Effects of Quotas.

Unit III: BALANCE OF PAYMENTS

Balance of Payment – Meaning - Difference between Balance of Trade and Balance of Payments – Visible and Invisible Items - Disequilibrium in the Balance of Payments: Causes and Measures – Capital and Current account deficit.

Unit IV: FOREIGN EXCHANGE

Meaning – Demand for and Supply of Foreign Exchange – Fixed and Flexible Exchange Rate – floating Exchange rate - Equilibrium Exchange Rate — Mint Parity Theory – Purchasing Power Parity Theory – Currency Devaluation – Meaning and Importance.

Suggested Readings

1. Sankaran,S. International Economics.
2. Jhingan ,M.L, International Economics.
3. Mithani D.M,International Economics.
4. Raju Kumar,International Economics.
5. Dominick Salvatore, International Economics.

Course Outcomes

1. Be familiar with the main economic theories and models of international trade
2. Understand distributional consequences of free trade and thus of conflicting interests within an economy regarding trade liberalization,
3. Understand equilibrium of balance of payments.
4. Understand foreign exchange markets, and exchange rate systems

COs\ Pos /PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1:	3	2	3	2	2	2	1	3	2	2	1	3	2	3	2	3
CO2:	3	3	2	2	2	1	2	3	3	3	2	3	3	3	2	2
CO3:	3	2	3	2	2	2	1	3	3	2	1	3	2	2	3	3
CO4:	3	3	3	3	2	3	2	3	3	3	3	3	3	3	3	3

Objective:

1. To apply the knowledge in taking finance decisions
2. To develop analytical skills to identify financial management problems and solve them.
3. To analyse the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
4. To assess a firm's requirement for long-term assets by applying capital budgeting techniques.

Unit I: Introduction to Financial Management

Meaning of finance and financial management, Types of finance, Objective and Scope of financial management– profit maximization and wealth maximization - merits and criticisms- Financial decisions, Internal relation of financial decisions, Factors influencing financial decisions, Functional areas of financial management, Functions of a finance manager, Sources of Finance: Ownership securities – Equity shares, Preference shares, Deferred shares, No par stock/shares, Shares with differential rights, Sweat Equity Creditor-ship securities – Debentures – Zero coupon bonds, Zero interest bonds, Callable bonds, Deep discount bonds Internal financing or ploughing back of profit – short term and long term sources.

Unit II: Capital Structure & Capitalization

Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies. Meaning of capital structure and financial structure, principles of capital structure, Optimum Capital Structure, Determinants of capital structure, capital gearing-Theories of Capital structure, Effect of capital structure on EPS, EBIT-EPS Analysis, Practical Problems.

Unit III: Cost of Capital, Leverages and Managing Working Capital

Meaning of cost of capital, significance of cost of capital, components of cost of capital – Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. Meaning of Leverage, Types of Leverages – operating, financial and combined leverage, risk and leverage – practical problems.

Unit IV: Capital Budgeting and Dividend policy

Meaning of Capital Budgeting, Importance, Need, Time value of money-Present and Future Value (Simple Problems), Capital budgeting process, project appraisal by using traditional methods and modern methods, Practical problems on Payback Period, Net Present Value, Profitability Index, IRR and MIRR methods, Dividend policy-Meaning, Kinds, Theories of dividend decisions, determinants of dividend policy decisions, Companies Act, 2013 and SEBI Guidelines on Dividend Distribution.

Suggested Readings

1. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co.
3. Pandey,I.M. Financial Management. New Delhi, India. Vikas Publishing House.
4. Kumar, A. Financial Management, Khanna Publishing House.
5. Gupta, S, K., Sharma, R.K. & Gupta, N . Financial Management. Kalyani Publishers.

Course Outcomes

1. Summarize the motives behind financial decision making.
2. Interpret the relevant theories and concepts of various practices of financial management
3. Analyze the relationship among capital structure, cost of capital, and dividend decisions,
4. Evaluate projects on the bases of capital budgeting.

COs\Pos /PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	1	1	2	2	3	2	1	3	2	1	2	3
CO2	3	3	3	2	2	2	2	2	3	2	1	3	2	2	2	3
CO3	3	3	3	2	2	2	2	2	3	3	2	3	2	2	3	3
CO4	3	3	3	3	2	2	3	2	3	3	2	3	3	2	3	3

Objective:

1. Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business.
2. Develop skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives

Unit I: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context).

Unit II

Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process,

Unit III Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product

Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling. Introduction to Brand Management and Innovation and New Product Development.

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment) and Adapting Price.

Unit IV

Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management

Suggested Readings

1. Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd.
2. Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth Marketing Management. Pearson Higher Education
3. Kotler, P., Armstrong, G., and Agnihotri, P. Y. Principles of Marketing (17th edition). Pearson Education.
4. Ramaswamy, V.S. & Namakumari, S. Marketing Management: Indian Context Global Perspective (6th edition). Sage Publications India Pvt. Ltd

Course Outcomes

1. Understand fundamental marketing concepts, theories and principles; the role of marketing in the organization context.
2. Recognize various elements marketing mix for effective functioning of an organization.
3. Critically analyze an organization's marketing strategies.
4. Analyze various promotional tools and channel decisions

COs\ Pos/ PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	2	1	2	2	3	2	1	3	2	2	2	3
CO2	3	2	3	2	3	1	2	2	3	2	1	3	3	2	3	3
CO3	3	3	3	2	2	2	3	2	3	3	2	3	3	2	3	3
CO4	3	3	3	2	3	1	2	3	3	3	2	3	3	2	3	3

Objective:

The course aims to provide students with the understanding of key legal issues in the business context of India

Unit I: Introduction to Business Law

Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies. Quasi contract; Indemnity and Guarantee; Bailment and pledge.

Unit II: Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque. Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.

Unit III: The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings-AGM and EGM, Kinds of Resolutions, Minutes of General Meeting

Unit IV: The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability. Consumer Protection Act 2013: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

Suggested Readings

1. M.C.Kuchal: Business Law/Mercantile Law, Vikas Publishing House (P) Ltd
2. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing.
3. Fernando, A.C. Business Ethics and Corporate Governance. Pearson Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.
4. Vivekanand, S. To the Youth of India. Advaita Ashrama

Course Outcomes

1. Understand the fundamental legal rules regarding contractual agreements with respect to business.
2. Familiarize and equip with the law relating to sales of goods.
3. Familiarize and equip students regarding the companies act 2013.
4. Understand and analyse the law relating to the Limited Liability Partnership Act 2008 and Consumer Protection Act 2013.

COs\Pos /PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1:	3	2	2	2	1	1	2	2	3	2	1	3	2	2	2	1
CO2:	3	2	2	2	1	1	2	2	3	2	1	3	2	2	2	1
CO3:	3	3	2	3	1	1	3	2	3	3	1	3	3	2	2	2
CO4:	3	3	2	2	1	1	3	2	3	3	1	3	3	2	2	2

Objective:

The course aims to develop basic skills for Mathematical application used in business situations

Unit I: Summation of sets, Arithmetical Progression- Sum of a series in A. P. Arithmetic Mean, Geometric Progression, Sum of a series in GP Geometrical Mean, Sum of an infinite geometric series, Permutation and combination, Fundamental rules of counting, Permutation of n different things, Permutation of thing not all different, Circular permutation, Combination of n different things at a time, Simple problems.

Unit II: Matrix Algebra Definition, Matrix Operations- Addition Subtraction and Multiplication of matrix. Types of matrices Diagonal, null. Transpose of a matrix, Determinant of a Square matrix. Singular and non-singular matrix, Cofactor matrix, adjoint of a matrix. Inverse of a matrix, Solution of simultaneous equations by using matrices.

Unit III: Differential Calculus: Differentiation, Differentiation a product of two functions, Differentiation of a quotient of two functions, Differentiation of a function of a function, Differentiation of a logarithmic and exponential functions, Differentiation of implicit function, Maxima and Minim, Simple problems (Trigonometric functions are excluded).

Unit IV: Integral Calculus: Fundamental rules of integration, Integration by by substitution, integration by parts, Integration by decomposition into a sum using partial (function Simple problems), Simple business application (Trigonometric functions are excluded).

Suggested Readings

1. Mongia -Mathematics for Business and Economics
2. Zamiruddin- Business Mathematics
3. Sunderasam and Jayseelam - An Introduction to Business Mathematics
4. Raghavachari - Mathematics for Management
5. Sancheti & Kapoor - Business Mathematics
6. Ayres, Frank Jr. Theory and Problems of Mathematics of Finance. Schaum's Outlines Series. Ranganath: Business Mathematics, GK Publications, Mumbai.
7. Dr. R.G. Saha & Others Methods & Techniques for Business Decisions, VBH Selvaraj, Quantitative Methods in Management, Excel Books

Course Outcomes

1. To disseminate knowledge in various quantitative tools and techniques & understand basic concepts of statistics.
2. To understand matrix algebra and its applications in business.
3. To develop understanding of differential calculus and simple problems related to it.
4. To understand fundamentals of integral calculus

5.

COs\ Pos /PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1:	3	2	2	2	2	1	2	1	2	2	2	3	1	2	1	3
CO2:	3	2	3	2	2	1	2	1	2	2	2	3	1	2	1	3
CO3:	3	2	3	2	2	1	2	1	2	2	2	3	1	2	1	3
CO4:	3	2	3	2	2	1	2	1	2	2	2	3	1	2	1	3

Objective:

1. To develop effective listening and speaking skills for clear verbal communication.
2. To enhance reading comprehension and writing proficiency in various contexts.
3. To build foundational digital literacy and ethical use of social media and digital tools.
4. To raise awareness of non-verbal communication cues and promote digital ethics and cyber-security.

Unit I: Listening & Speaking

Listening: Techniques of Effective Listening, Listening & Comprehension, Probing Questions, Barriers to Listening; Speaking: Pronunciation, Enunciation, Vocabulary, Fluency, Common Errors.

Unit II: Reading & Modes of Writing

Reading: Techniques of Effective Reading, Gathering Ideas & Information from a Given Text, Evaluating Ideas & Information, Interpreting the Text; Writing: Writing Process, Strategies, Modes of Writing

Unit III: Digital Literacy & Social Media

Basic Computer Skills, Microsoft Office Suite, Open Educational Resources, Basic Virtual Platforms, Trending Technologies, Machine Learning, Artificial Intelligence, and Internet of Things (IoT).

Social Media: Introduction, Advantages, Ethics & Etiquettes, Better Google Search use, Effective usage; Digital Marketing: Introduction, Traditional Marketing Vs Digital Marketing, Tools, Social Media for Digital Marketing, Digital Marketing Analytics

Unit IV: Digital Ethics and Cyber Security & Non-Verbal Communication

Digital Ethics: Digital Literacy Skills, Digital Etiquette, Digital Life Skills, Cyber Security, Understanding and introducing the environment of security, Types of attacks and attackers, Protecting secrets

Non-Verbal Communication: Meaning, Advantages, Modes, Open & Closed body language, Eye contact, Facial expression, Hand gestures, Do's and Don'ts in NVC, Learning from experts, Activities-based learning

Suggested Readings

1. Kaul Asha, Effective Business Communication, India, Pearson Education.
2. Bhatnagar Nitin & Bhatnagar Mamta, Communication Skills for Professional Success, India, Dorling Kindersley (India) Pvt. Ltd.
3. Karia Akash, You're Hired! How to Master the Art of Communication, UK, Rupa

Publications.

4. Churchill Daniel, Digital Literacy: Tools and Methodologies for Information Society, USA, IGI Global.

5. Information Resources Management Association, Cyber Security and Digital Ethics: Concepts, Methodologies, Tools, and Applications, USA, IGI Global.

Course Outcomes

1. Improve listening, speaking, and questioning skills.
2. Apply reading and writing techniques effectively.
3. Use digital tools and social media responsibly.
4. Recognize non-verbal cues and practice cyber-security

COs\Pos /PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	2	1	1	1	1	2	1	3	2	3	1	1	2	1	2
CO2	1	2	1	1	1	1	2	1	3	2	3	1	1	2	1	2
CO3	2	2	3	3	2	1	2	1	2	3	3	2	2	3	2	3
CO4	1	2	2	2	2	2	3	1	2	3	3	2	1	2	1	3

Objective: Students will learn to optimize processes, implement quality management principles, and adapt to technological and sustainable advancements, preparing them to manage operations in a dynamic business environment.

Unit I: Introduction to Operations Management

Meaning, Nature, Scope, Principles and significance of Operations management; Difference between Production & Operations Management, Role of Operations in achieving organizational success by enhancing efficiency, ensuring quality, and delivering customer satisfaction. Productivity, Productivity measurement and factors affecting productivity. Work study, Method study and work measurement.

Unit II: Process Design and Analysis

Strategic decisions involved in selecting and designing processes and layouts. Analyze processes using tools like flowcharts and process maps and explore various techniques for continuous improvement. Capacity planning, providing strategies to balance capacity and demand effectively. Emphasis on understanding process choices, layout decisions, and the importance of space utilization, flexibility, cost, safety, and comfort.

Unit III: Quality Management

Quality management is crucial for delivering products and services that meet customer expectations and adhere to industry standards. Quality concepts, the principles of Total Quality Management (TQM), Implementation of Six Sigma and Lean Manufacturing. Various tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customer satisfaction and competitive advantage.

Unit IV: Emerging Trends in Operations Management

Sustainable operations, the impact of technology, and the complexities of global operations. Importance of integrating sustainable practices, leveraging advanced technologies like AI and IoT, and managing operations in a global context. Dynamic business environment and drive operational excellence.

Suggested Readings

1. Operations Management by William J. Stevenson
2. Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman
3. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox
4. Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield

Course Outcomes

1. Understand the core principles of operations management and their significance in enhancing efficiency, quality, and customer satisfaction.
2. Analyze different production systems and develop strategies aligned with business objectives.
3. Optimize operational processes through effective process design, layout decisions, and capacity planning.
4. Implement quality management principles to enhance product/service quality and reduce defects.

COs \ POs / PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	2	2	2	1	2	1	2	3	2	3	1	2	2	2
CO2	2	3	2	3	2	1	2	1	3	2	2	3	2	3	2	3
CO3	3	3	3	3	2	2	3	3	3	3	3	3	2	3	3	3
CO4	2	3	3	2	3	2	2	2	3	3	2	3	1	2	3	2

Objective:

1. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyze business data.
3. To learn how to use and apply Excel and Excel add-ins to solve business problems.

Unit I: INTRODUCTION TO BUSINESS ANALYTICS:

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data-Business decision modeling.

Unit II: DESCRIPTIVE ANALYTICS:

Overview of Description Statistics (Central Tendency, Variability), Data Visualization - Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

Unit III: PREDICTIVE ANALYTICS:

Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business, Classification, Association, Cause Effect Modeling.

Unit IV: PRESCRIPTIVE ANALYTICS:

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

Suggested Readings

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams - Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson.
3. Albright Winston, Business Analytics - Data Analysis - Data Analysis and Decision Making, Cengage Learning, Reprint
4. Sahil Raj, Business Analytics, Cengage Learning.
5. Ratnoo&Ratnoo, Essentials of R for Data Analytics, Wiley

Course Outcomes

1. To understand the Business Analytics in practice
2. To understand concepts of Descriptive Analytics
3. To learn about Data mining for business
4. To understand concepts of Prescriptive Analytics

COs/ POs / PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	3	3	2	1	2	2	2	3	2	3	2	3	2	3
CO2	3	2	3	2	3	1	2	2	2	3	2	3	2	3	2	3
CO3	3	3	3	2	3	2	2	2	3	3	3	3	2	3	3	3
CO4	3	3	3	3	3	2	2	2	3	3	3	3	2	3	3	3

Objective:

1. To grasp the fundamentals of research methodology and apply them in various research or project works.
2. To identify and utilize appropriate research methods aligned with research objectives.
3. To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements.
4. To learn the intricacies of interpreting data and writing comprehensive research reports.

Unit I: Introduction to Research

Definition, history, evolution, types of scientific inquiry and research. It addresses the ethical considerations in research, the process of research, and the characteristics and components of good research work.

Unit II: Formulating the Research Problem

Identify and formulate research problems, conduct literature reviews, and develop research questions and objectives. Process of creating effective research designs.

Unit III: Measurement and Data Collection

Measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques. It also covers various data collection methods, including questionnaires, interviews, and observations.

Unit IV: Data Analysis and Interpretation

Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. Tools and techniques for data visualization like charts, tables, and box plots.

Suggested Readings

1. Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK.
2. Research Methodology by Ranjit Kumar.
3. Research Methods for Business by Uma Sekaran.
4. Methodology of Research by C.R. Kothari

Course Outcomes

1. Prepare a detailed research plan covering all essential aspects of a research project.
2. Construct and administer effective research instruments like questionnaires.
3. Execute data collection strategically to gather relevant information.
4. Apply statistical techniques for data interpretation.

COs \ POs / PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	3	3	2	3	2	3	2	2	3	2	3	2	3	2	3
CO2	3	3	3	2	3	2	3	2	2	3	2	3	2	3	2	3
CO3	3	3	3	2	3	2	3	2	3	3	3	3	2	3	3	3
CO4	3	3	3	3	3	2	3	2	3	3	3	3	2	3	3	3

Objective:

1. To understand Entrepreneurship and its types.
2. To understand different type of finances available and financing methods
3. To be able to draft business plans on an identified idea
4. To understand the nuances of operating a startup – low budget marketing, stabilizing operations, build a team from scratch and scaling the business
5. To know what is a Family Business and how is it different from Entrepreneurship

Unit I: Introduction to Entrepreneurship & Family Business

- Definition and Concept of entrepreneurship, Entrepreneur Characteristics, Classification of Entrepreneurs, Role of Entrepreneurship in Economic Development –Start-ups, Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.

Unit II: Evaluating Business opportunity

- Sources of business ideas and opportunity recognition, Guesstimating the market potential of a business idea, Feasibility analysis of the idea, Industry, competition and environment analysis

Unit III: Building Blocks of starting ventures, Low cost Marketing using digital technologies, Team building from scratch, Venture Funding, Establishing the value-chain and managing operations, Legal aspects like IPR and compliances

Unit IV: Start-up Ecosystem

- Know the components of the start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, Angel Investors etc., Know various govt. schemes like Start-up India, Digital India, MSME etc., Sources of Venture Funding available in India, Source of Technology, Intellectual Property management

Suggested Readings

1. Startup India Learning Program by Start Up India available at www.startupindia.gov.in
2. Entrepreneurship, Rajeev Roy, Oxford University Press
3. Entrepreneurship: Successfully Launching New Ventures by R. Duane Ireland Bruce R. Barringer, Pearson Publishing
4. Family Business Management by Rajiv Agarwal, Sage Publishing
5. Anish Tiwari, “Mapping the Startup Ecosystem in India”, Economic & Political Weekly

Course Outcomes

At the end of the course, the student would be able to -

- Understand basic building blocks of creating a venture
- Be able to identify a business opportunity and translate it into a viable business model
- Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents
- Know the legacy of family businesses and key differentiations from entrepreneurship

COs \ POs / PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	2	2	3	2	2	1	2	2	2	3	2	2	2	3
CO2	3	3	3	2	3	2	1	1	3	3	3	3	2	3	2	3
CO3	3	3	3	2	3	3	2	2	3	3	3	3	2	3	3	3
CO4	2	3	2	2	3	3	3	3	3	3	3	3	3	3	2	3

Objective: To acquaint students with the construction of mathematical models for managerial decisions. The emphasis is on understanding the concepts, formation and interpretation.

Unit I: Unit I: Linear Programming- Formulation of L.P. Problems, Graphical Solutions (Special Cases: Multiple optimal solutions, infeasibility, unbounded solution), Simple Method (Special Cases: Multiple optimal solutions, infeasibility, unbounded solution).

Unit II: Formulation of Transportation problem- Solution by N.W. Corner Rule, Least Cost Method, Vogel's Approximation Method (VAM). Modified Distribution Method (Special cases: Multiple solutions, Maximization Case, Unbalanced case, prohibited routes), Elementary assignment- Hungarian Method (Special cases: Multiple solutions. Maximization Case, Unbalanced case, Restrictions on assignment).

Unit III: Construction of the network diagram- Critical Path:, float and slack analysis (Total float, free float, independent float), PERT Project Time Crashing

Unit IV Decision Theory-Pay Off Table- Opportunity Loss Table- Expected Monetary Value -Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information -Markov Chains Predicting Future Market Share, Equilibrium Conditions (Questions based on Markov analysis) Limiting Probabilities, Chapman Kolmogorov equation

Suggested Readings:

1. Vohra, N.D. Quantitative techniques in Management, Tata McGraw- Hill, New Delhi
2. Kanti Swarup, Man Mohan Gupta P.K, Operations Research, Sultan Chand & Sons, New Delhi
3. Kapoor, V.K (2014). Operations Research, Sultan Chand & Sons, New Delhi.
4. Sharma, J.K. Operations Research Theory & Applications, Macmillan India Limited.
5. Gupta S P & Gupta P K, Business Statistics and Operations Research, Sultan Chand and Sons, New Delhi.

Course Outcomes:

CO 1: To formulate linear programming problem and to find optimal solution by graphical and simplex method

CO2: Be able to build and solve Transportation Models and Assignment Models.

CO3: To implement replacement of equipments at right time and able to implement project management concepts like CPM, PERT to reduce cost and time.

CO4: To assign optimal sequence of different jobs on different machines and develop understanding of queuing theory concepts.

COs \ POs / PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	3	3	2	2	3	1	1	2	2	2	3	1	2	2	3
CO2	2	3	3	2	2	3	1	2	2	2	3	3	1	3	2	3
CO3	2	3	3	3	3	3	2	2	2	3	3	3	2	3	3	3
CO4	2	3	3	3	3	2	2	2	2	3	3	3	2	3	3	3

Objective:

1. Enhance teamwork and collaboration through effective communication.
2. Develop emotional intelligence for professional application.
3. Equip students with résumé writing and interview skills.
4. Foster group discussion skills and professional online presence

Unit I: Teamwork and Collaboration

Team Dynamics and Roles, Team structures, defining roles and responsibilities, tools or frameworks, Importance of diversity, Building Team Cohesion, trust and collaboration, overcoming challenges in team cohesion, Reflection and discussion on team performance, sources of conflict, Strategies for resolving disputes, Setting team goals and milestones, Monitoring progress and performance, feedback

Unit II: Emotional Intelligence in the Workplace

Introduction, Definition, Significance, History, the evolution of the EI concept, Benefits of high EI for professionals. EI components: Self-Awareness - Concept, Significance, Self-Regulation - Concept, Significance, Motivation - Intrinsic & Extrinsic, Empathy & Social Skills - Concept, Significance, Techniques

Unit III: Résumé Skills & Interview Skills

Introduction, Importance, Difference between a CV, Résumé, and Biodata, Essential Components of a Good Résumé, Applicant Tracking Systems (ATS), ATS optimization, Common Errors. Interview Skills: Preparation and Presentation, Meaning, Types, Techniques, Procedure, Do's and Don'ts, Common Errors

Unit IV: Group Discussion Skills & Professional Presence

Group Discussion: Meaning, Importance, Types, Group Discussion, Methodology, Ground Rules, Stages of group formations, Common Errors.

Professional Online Presence: Crafting professional profiles (LinkedIn, social media) and writing effective references and recommendations.; Online etiquette (Netiquette);

Networking Skills: Building Professional Networks, and leveraging digital platforms for networking.

Suggested Readings

1. David R. Caruso, The Emotionally Intelligent Manager: An EI-Based Theory of Performance, USA, Pearson Education.
2. David G. Myers, Teamwork: How to Build High-Performing Teams, USA, McGraw-Hill Education.
3. Dale Carnegie, How to Win Friends and Influence People, India, Rupa Publications.
4. Vijay Nair, Perfecting Your Resume and Interview Skills, India, Pearson India.
5. Shubham Srivastava, Group Discussion and Interview Skills, India, Wiley India Pvt Ltd.

Course Outcomes

1. Demonstrate effective teamwork and contribute to performance.
2. Apply emotional intelligence in professional settings.
3. Create well-structured résumés and excel in interviews.
4. Participate confidently in group discussions and maintain a professional online presence.

COs \ POs / PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	2	2	2	3	1	2	2	3	3	3	2	2	3	2
CO2	2	3	3	2	2	2	2	2	2	3	3	3	2	2	3	3
CO3	2	2	2	3	2	3	1	1	2	3	3	3	2	3	2	2
CO4	2	3	2	2	2	3	1	2	2	3	3	3	2	3	3	3

BBA

THIRD YEAR SYLLABUS (2026-27)

Objective: The objective of this paper is to make the students aware about the importance of ethics in the business, practices of good governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

Unit I: Business Ethics: Meaning, Principles of Business Ethics, Characteristics of Ethical Organization, Ethics, Ethics of Corporate Governance, Globalization and Business Ethics, Stakeholders' Protection, Corporate Governance and Business Ethics.

Unit II: Conceptual Framework of Corporate Governance: Meaning, significance, and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards

Unit III: Corporate Governance and Role of Stakeholders

Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistle-blowing Mechanism, CSR and Corporate Governance

Unit IV: Corporate Governance Regulatory Framework in India and Corporate Failures in India

Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015. Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad.

Suggested Readings

1. J. P. Sharma Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd., New Delhi.
2. Bhanu Murthy, K. V. and Usha Krishna, Politics Ethics and Social Responsibilities of Business, Pearson Education, New Delhi.
3. D Geeta Rani & R K Mishra, Corporate Governance-Theory and Practice, Excel Books, New Delhi
4. Christine A Mallin, Corporate Governance (Indian Edition), Oxford University 46 Press, New Delhi.
5. Bob Tricker, Corporate Governance-Principles, Policies, and Practice (Indian Edition), Oxford University Press, New Delhi.
6. Andrew Crane Dirk Matten, Business Ethics (Indian Edition), Oxford University Press, New Delhi.

Course Outcomes

1. Understand the role of ethics in business.
2. Acquaint with application of corporate governance.
3. Develop the understanding of various types of models and regulatory framework of corporate governance.
4. Ascertain the knowledge of CSR and its impact on business.

COs \ POs / PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	2	3	1	1	1	2	3	1	1	2	2	3	3	1	2	2
CO2	2	3	2	2	2	2	3	1	1	2	3	3	2	3	2	2
CO3	3	2	2	2	1	2	3	2	2	3	2	3	3	2	2	3
CO4	2	3	2	1	1	3	2	1	2	3	3	3	2	2	3	3

Objective:

1. Introduce students to design-based thinking approach to solve problems
2. Observe and assimilate unstructured information to well framed solvable problems
3. Introduce student to templates of ideation
4. Understand the importance of prototyping in the innovation journey
5. Implementing innovation projects

Unit 1: Basics of Design Thinking

Understand the concept of innovation and its significance in business, Understanding creative thinking process and problem solving approaches, Know Design Thinking approach and its objective, Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product.

Unit 2: Learning to Empathize and Define the Problem

Know the importance of empathy in innovation process – how can students develop empathy using design tools, Observing and assimilating information, Individual differences & Uniqueness Group Discussion and Activities to encourage, the understanding, acceptance and appreciation of individual differences, What are wicked problems, Identifying wicked problems around us and the potential impact of their solutions

Unit 3 : Ideate, Prototype and Implement

Know the various templates of ideation like brainstorming, systems thinking, Concept of brainstorming – how to reach consensus on wicked problems, Mapping customer experience for ideation, Know the methods of prototyping, purpose of rapid prototyping,. Implementation

Unit 4 : Feedback, Re-Design & Re-Creat

Feedback loop, focus on User Experience, address ergonomic challenges, user focused design, Final concept testing, Final Presentation – Solving Problems through innovative design concepts & creative solution

Suggested Readings

1. E Balaguru swamy, Developing Thinking Skills (The way to Success), Khanna Book Publishing Company
2. Tim Brown, “Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation”, Harvard Business Review
3. 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing

Course Outcomes

1. Understand about Basics of Design Thinking
2. Understand. Learning to Empathize and Define the Problem
3. Understand Ideate, Prototype and Implement
4. Understand Feedback, Re-Design & Re-Creat.

COs \ POs / PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	2	3	2	3	1	2	2	1	2	2	3	3	2	3	1	2
CO2	3	3	2	3	2	3	2	2	3	2	2	3	2	3	1	3
CO3	3	2	3	3	3	3	2	2	2	3	3	3	1	3	2	3
CO4	2	3	3	2	2	3	3	2	2	3	2	3	3	3	1	3

Objective:

1. Understand the importance of leadership and its various models.
2. Grasp the basics of entrepreneurship and how to create a business plan.
3. Explore the principles of innovative leadership and design thinking.
4. Analyse the significance of ethics and integrity in leadership and financial management

Unit I: Leadership Skills: Leadership, Importance, Leadership skills, Traits, Models, Characteristics, Effective leader, Styles, Perspectives of different leaders, Motivation, Teamwork, Negotiation, Networking

Unit II: Managerial Skills: Planning, Organising teams, Recruiting and retaining talent, Delegation of tasks, Coordination, Conflict management. Self-management Skills: Self-concept, Self-awareness, Self-examination, Self-reflection and Introspection, Self-regulation

Entrepreneurship: Concept, Classification, Types, Traits, Competencies, Business Plan, Problem identification, Idea generation, Idea validation, Pitch making

Unit III: Innovative Leadership: Concept of emotional and social intelligence, Synthesis of human and artificial intelligence. Design Thinking: Concept, Elements, Process, Challenges & Opportunities, Human-centric solutions

Unit IV: Ethics and Integrity: Biographies, Persona of leaders, drawing insights for leadership. Ethics and Conduct: Importance, Ethical decision making, Personal and professional moral codes of conduct. Managing Personal Finance: Budgeting, setting personal goals, estimating likely expenses, and monitoring spending. Saving and Investing: Advantages, Present and Future value of money

Suggested Books:

1. Leadership and Management: An Indian Perspective by J. K. Sharma
2. The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations by James M. Kouzes and Barry Z. Posner (Indian Edition)
3. Management: A Global Perspective by R. C. Gupta
4. Ethics in Management: Insights from Indian Philosophy by G. K. Bhatia
5. Entrepreneurship: Concepts, Theory and Practice by A. P. Kothari

Course Outcomes:

1. Apply leadership concepts and models effectively.
2. Create a viable business plan.
3. Demonstrate innovative leadership skills.
4. Evaluate ethical dilemmas and apply financial literacy

COs \ POs / PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	2	1	2	3	3	1	2	2	2	3	2	3	1	2
CO2	3	3	3	2	2	3	2	1	2	3	2	3	2	3	3	3
CO3	3	2	2	2	2	3	3	2	2	3	3	3	2	3	2	3
CO4	2	3	3	1	3	2	3	2	2	3	2	2	3	3	2	3

Each student shall undergo practical training of eight weeks during the vacations after fourth semester in an approved business / industrial / service organization/ Government organization/ NGO/ Startup etc. and submit at least two copies of the Summer Training Report (minimum of 60 pages) to the HoD of Department of Management Studies before the commencement of the end-term Examination. The Summer Training Report shall Carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by the University and for the rest of the 50 marks by an Internal Examiner to be appointed by the HoD of Department of Management Studies.

Students are supposed to undertake research work on specific business organizations and perform a due diligent exercise of the company in the light of global competitiveness. This may include an in depth analysis of all-round performance of the company in the area like financial and non financial performance, global marketing strategy, human resource management, business analytics, or any management practices etc. A mid-term evaluation would precede the final submission which would carry a certain percentage of marks as decided by Department of Management Studies.

Course Outcome:

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. Understand workplace culture and dynamics.
4. Hands-on experience in a chosen field.

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	2	2	2	1	2	2	1	3	2	2	1	3
CO2	2	3	2	2	2	3	2	2	3	3	2	3	3	2	2	2
CO3	2	3	3	2	2	1	2	2	2	3	2	2	3	3	1	3
CO4	3	2	2	3	3	3	2	2	3	3	3	3	2	3	3	3

Objective: The basic objective of the course is, Creating and Understanding of the Environment Scanning. Creating and Understanding of the Formulation of Strategies, Implementation of Strategies and Evaluation of Strategies.

Unit I: Basics of Strategic Management:

Evolution and understanding of strategic management, strategic decision making, schools of thoughts- prescriptive, descriptive and integrative, Hierarchy of strategic intent- Mission & Objectives need for explicit mission, Components of mission statement, Formulation of mission & objectives and their specificity.

Unit II: Strategy Formulation:

Environmental appraisal. Organisational appraisal, corporate level business strategies and business level strategies, strategic analysis and choice

Unit III: Strategy Implementation

Activating the strategies, structural implementation, behavioural, functional and operational implementation

Unit IV: Strategy Evaluation and Control Strategy Formulation:

Strategic control, operational control, techniques for strategic evaluation and control

Suggested Readings

1. Strategic Management & Business Policy: Juch&Gluick, (Mc Graw hill 3/e)
2. Strategic management & Business Policy: Wheelen & Hunger (Pearson Education 8/E)
3. Strategic Management AITBS. Pearce & Robinson
4. Business Policy and Strategic Management: Azhar Kazmi.

Course Outcomes

1. Basic understanding of Strategic Management.
2. Describe the concept of environment and how the competitive advantage and level of strategies are developed in organization.
3. Learn the basic to implement the strategies in organisation.
4. Describe the barriers to strategic evaluation and control.

COs \ POs / PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	2	2	2	3	2	2	1	2	2	3	2	3	1	3
CO2	3	3	2	2	2	3	2	3	2	2	2	3	2	3	2	3
CO3	3	3	3	3	2	3	2	2	1	3	2	3	2	3	3	3
CO4	2	2	2	3	2	3	2	1	1	2	2	3	2	3	1	3

Objective:

1. To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
2. To help students initiate a process of dialog within themselves to know what they 'really want to be' in their life and profession
3. To help students understand the meaning of happiness and prosperity for a human being.
4. To facilitate the students to understand harmony at all the levels of human living, and live accordingly

UNIT I: Introduction to Value Education

Value Education- Definition, Concept and Need, The Content and Process of Value Education, Basic Guidelines for Value Education, Self exploration as a means of Value Education, Happiness and Prosperity as parts of Value Education.

UNIT II: Harmony in the Human Being

Human Being is more than just the Body, Harmony of the Self ('I') with the Body, Understanding Myself as Co-existence of the Self and the Body, Understanding Needs of the Self and the needs of the Body, Understanding the activities in the Self and the activities in the Body.

UNIT III: Harmony in the Family and Society and Harmony in the Nature

Family as a basic unit of Human Interaction and Values in Relationships, The Basics for Respect and today's Crisis: Affection, Guidance, Reverence, Glory, Gratitude and Love, Comprehensive Human Goal: The Five Dimensions of Human Endeavour, Harmony in Nature: The Four Orders in Nature, The Holistic Perception of Harmony in Existence.

UNIT IV: Social Ethics

The Basics for Ethical Human Conduct, Defects in Ethical Human Conduct, Holistic Alternative and Universal Order, Universal Human Order and Ethical Conduct, Human Rights violation and Social Disparities.

Suggested Readings

1. A Foundation Course in Human values and Professional Ethics, R.R. Gaur, R.Sangal, G.P Bagaria, Excelbooks,
2. Universal Human Values, Archana Sharma, Iftekhar Ahmed, Asian publications
3. Professional Ethics and Human Values, R.S. Naagarazan, New Age International Publishers,
4. UGC-JeevanKaushal

Course Outcomes

1. Student will be able to do self-exploration, Self-evaluation and achieve self-development.
2. Distinguish between values and skills, happiness and accumulation of physical facilities, the Self and the Body, Intention and Competence of an individual, etc.
3. Understand Harmony in the Family and Society and in the Nature
4. Understand the role of a human being in ensuring harmony in society and nature.

COs \ POs / PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	1	2	3	3	2	2	2	3	1	2	3	2	2
CO2	2	3	2	1	2	3	3	2	1	2	2	1	2	3	2	1
CO3	3	2	1	1	3	2	3	3	2	2	2	2	3	3	1	2
CO4	3	3	2	2	3	3	3	2	2	2	3	3	3	3	2	3

Objective:

1. Understanding of concepts and techniques of internet marketing.
2. Finding out the opportunities for marketers on digital platform.
3. Understanding the role of several e commerce models in customer value creation

Unit I: Introduction to digital marketing: Digital marketing meaning scope and importance. Internet versus traditional marketing. Use of business to consumer and business to internet marketing, internet marketing strategy, Incorporating self-service technologies (SSTs).

Unit II: Online buyer behaviour and models: marketing mix in online context. Managing online customer experience, planning website design, understanding site user requirement, site design and structure, integrated marketing communications (IMC), measurement of interactive marketing communication, e-WOM.

Unit III: Digital promotion techniques: email marketing, strategy to craft email marketing campaign, permission marketing, viral marketing, blogs, search engines marketing (SEM), Search engine optimization, content marketing.

Unit IV: Social media marketing: designing content for social media marketing, mobile marketing – advertising on mobile devices, mobile apps, Introduction to E-Commerce and Retailing in Online Space: advantages of E-Commerce Platforms, Differentiate Show-rooming and Web-rooming, E-tailing, Role of aggregators in E-Commerce business.

Suggested Readings

1. Kotler, P. and Keller, K.L. (2017). Marketing Management. 15th ed. India: Pearson Education.
2. Chaffey, D. and Ellis-Chadwick, F. (2012). Digital Marketing: Strategy, Implementation and Practice. 1st ed. Harlow: Pearson Education.
3. Digital Marketing: Cases from India by Rajendra Nargundkar and Romi Sainy, Notion Press, Inc.
4. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Kogan Page Publisher.
5. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Publisher Wiley.

Course Outcomes

1. Understand strategies used in digital marketing.
2. Apply digital promotion techniques for marketing of product and services.
3. Evaluate the role of web analytics in social media marketing.
4. Apply and design various e commerce models for e business.

COs \ POs / PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	3	2	3	1	1	3	2	2	3	2	2	2	3
CO2	3	3	3	3	2	3	1	1	3	3	3	3	2	3	2	3
CO3	2	3	3	2	2	2	1	1	3	2	2	3	2	2	2	3
CO4	3	2	3	3	2	3	1	2	3	3	3	3	2	3	3	3

During the 6th semester, students are expected to prepare Research Project report on a business firm / Government Department /Corporate/Bank/NGO/Cooperative society/start-up or any other enterprise based on primary or secondary data as per the guidance of supervisor concerned. Original exploratory studies/Case Studies of companies/qualitative research studies are also encouraged. The student has to take up Project work, in the specialization area of Management under the guidance of a Supervisor allotted by HOD DOMS. They are encouraged to be in regular contact of the supervisor till completion of project. The student has to take up preparation of Project Report minimum of 60 pages during 6th Semester, in the specialization area of Management under the guidance of a faculty member. The Project Report must be submitted at the end of 6th semester respectively to the HOD DOMS through Supervisor.

The Research Project Report shall Carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by the University and for the rest of the 50 marks by an Internal Examiner to be appointed by the HoD of Department of Management Studies.

Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below. 'Instead, indicate as 'Table 4.1 shows that'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centered.

Course outcomes:

1. Understand basic concepts of research and carry out an analysis
2. Explain key research concepts and issues
3. Read, comprehend, and explain research articles in their academic discipline.
4. Practically apply outcomes of previous research in present problems for decision-making.

COs \ POs & PSOs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	2	2	2	2	1	1	2	2	3	2	2	2	3
CO2	2	3	2	2	3	2	2	2	3	3	2	3	3	2	2	2
CO3	2	3	3	2	2	2	2	2	2	2	3	2	3	3	1	3
CO4	3	2	3	3	3	3	2	2	3	3	3	3	2	3	3	3

Objective

It will show how marketing information & research tools should be applied not only to solve the various problems but also identify opportunities to grow in today's growing competitive business.

Unit I: Introduction

Importance of Consumer Behaviour, "Forces that Drive the Change in Consumer Behaviour", The Application of Consumer Buying Behaviour Principles to Strategic Marketing, The Role of Consumer Behaviour on Strategic Planning, Consumer Scene in Indian Market Segmentation, Market Segmentation / Benefits of Segmentation, Limitations of Segmentation / Bases for Segmentation, Criteria for Effective Targeting of Market Segments / Implementing Segmentation Strategies.

Unit II: Consumer Research Process, Conducting Segmentation Research Study, Development of Motivational Research, Methods in Psychology (For Motivation and Other Psychological Aspects to be Probed).

Constantly Evolving Needs and Goals, Arousal of Motives, Types and System of Needs, Personality Characteristics, Personality Theories, Personality and Consumer Behaviour, Brand Personality

Unit III: Understanding Psychographics / Application of Psychographic Analysis, Psychographic Consumer Segmentation Research: SRI VALS Program, Consumer Perception / Perceptual Mechanism, Store Image, What are Attitudes? Components of Attitude, Learning Process.

Unit IV: The Diffusion Process, The Adoption Process, A Profile of the Consumer Innovator, Four Views of Consumer Decision Making, The Consumer Decision Making Process, Types of Purchase Decision Behaviours, Model of Buyer Behaviour, Post Purchase Behaviour, Relationship Marketing. Consumer Buyer Behaviour in Service Marketing, Consumer Buyer Behaviour in Business to Business Association.

Suggested Readings

1. Consumer Behaviour (Text and Cases) Edition 2, Author : Satish K Batra, S H H Kazmi
2. Consumer Behaviour - By Leon G. Schiffman / Leslie Lazar Kanuk

Course Outcomes

1. Student will understand about consumer behaviour and market segmentation.
2. Apply research methodologies involved in data collection & analysis for both consumer research – quantitative & qualitative.
3. Describe the nature of consumer attitudes & understand change
4. Comprehend marketing communication and recall group influence and consumer reference group.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	2	2	2	2	2	2	3	3	3	3	2	2	2	2
CO 2	2	3	3	2	3	2	2	2	2	3	3	3	2	3	2	3
CO 3	3	2	2	2	2	2	2	2	2	3	3	3	2	2	2	2
CO 4	2	3	2	3	2	2	2	2	3	2	3	2	3	3	2	2

Course Objectives:

1. Understand effective methods and strategies required for retail management.
2. Understand how to utilize resources and techniques used in retail management.
3. Understand analysis of store location, merchandising, products and pricing.

Unit – I

Introduction to Retailing – Definition and Concept, Functions of Retailing, Significance of retail industry, marketing retail equations, marketing concepts applied to retailing, Driving Forces for Retailing.

Understanding the Retail Consumers- The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers

Unit – II

Retail Formats and Theories- Theories of retail development, Concept of retail life cycle, Classification of retail stores. Choosing a Store Location: types of locations, steps involving in choosing a location, trade areas and their evaluation

Unit – III

Retail Merchandising- The concept of merchandising, the evolution of merchandising function in retail, Store design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospheric, store brands.

Unit – IV

Emerging trends in retailing in India: Organized retailing, E- tailing Evolution and Size of retail in India – Drivers of retail change in India, Global retail markets: Challenges and Threats in global retailing.

References:

1. Berman B and Evans J.R; Retail Management; Pearson Education, 9th Ed.
2. Michael Levi M and Weitz BW; Retailing Management; Tata McGraw Hill, 5th Ed.
3. Swapna Pradhan; Retailing Management – Text and Cases; Tata McGraw Hill – 2nd edition, 2004
4. Cox; Retailing An introduction; 5e, Prentice Hall of India
5. P. K. Sinha and D. P. Uniyal; Managing Retailing; Oxford University Press.

Course Outcomes

1. Understand the basics about Retail business.
2. Understand the Format of retailing and various theories of retailing.
3. Compare and explain the various types of Retail Merchandising.
4. Understand the Challenges and threats in Global Retailing.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	2	2	1	2	1	1	2	2	1	3	1	2	1	2
CO 2	3	2	2	2	1	3	1	2	2	3	2	3	1	2	2	3
CO 3	2	3	3	2	2	3	2	2	3	2	3	3	2	2	3	3
CO 4	2	2	3	3	1	3	2	3	2	2	3	3	2	3	2	3

Objective:

1. To help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm, Globalization, increased competition, rapid changes in communication and information technology
2. To develop higher level of customer orientation for efficient sales and distribution management.

Unit I:– Introduction to Sales Management Nature and Importance of sales management, emerging trends in sales management, Objectives of personal selling, Personal selling process, Salesmanship, Relationship Marketing.

Unit II: Sales Planning & Organization Introduction, Levels of Sales management Positions, Roles played by sales managers, Sales forecasting methods, Organizing & Driving Sales Efforts - Sales Organization Structures, Sales Territories & Quotas, Sales Promotions.

Unit III: Sales Force Management Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Budgets, Sales Audits, Ethics in Sales.

Unit IV: Distribution Management Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners.

Suggested Readings

1. Krishna K. Havaldar, Vasant M. Cavale Sales & Distribution Management Tata
2. David Jobber, Geoffrey Lancaster Selling & Sales Management Pearson Latest Edition
Tanner, Honeycutt, Erffmeyer Sales Management Pearson Latest Edition
3. Mark W. Johnston, Greg W. Marshall Sales Force Management Tata McGraw Hill Latest Edition
4. William L. Cron, Thomas E. DeCarlo Sales Management Wiley Latest Edition7

Course Outcomes

1. The ability to create value and execute sales deals effectively
2. The strategic skill and competencies needed for achieving sales targets
3. The ability to Manage sales force
4. To evaluate and design sustainable sales & distribution strategies

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	2	2	1	3	1	1	2	2	1	3	1	2	1	2
CO 2	3	2	3	2	2	3	2	2	3	2	3	3	2	2	2	3
CO 3	2	3	3	2	2	3	2	2	3	2	3	3	2	2	3	3
CO 4	2	3	2	3	1	3	2	3	2	2	3	2	3	2	3	3

Objective:

1. To help students understand digital marketing practices, inclination of digital consumers and role of content marketing.
2. To provide understanding of the concept of E-commerce and developing marketing strategies in the virtual world.
3. To impart learning on various digital channels and how to acquire and engage consumers online.
4. To provide insights on building organizational competency by way of digital marketing practices and cost considerations.

Unit I: Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.

Unit II: E-Commerce and Internet Marketing: Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, Managing content in a digital age – content planning and writing. Consumer buying behaviour in the digital-age, and factors affecting consumer behaviour.

Unit III: Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing ,and social-media marketing. Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Unit IV: Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies

Suggested Readings

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India .
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional
3. David Whiteley; E-Commerce: Strategy, Technologies and Applications, Mcgraw Hill
4. Menon, Arpita; Media Planning and Buying; McGraw Hill
5. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing Problems; McGraw-Hill Education

Course Outcomes

1. It will develop proficiency in interpreting marketing strategies in the digital age and provide fundamental knowledge for working in an online team.
2. It will enable them to develop various online marketing strategies for various marketing-mix measures.
3. It will guide them to use various digital marketing channels for consumer acquisition and engagement
4. It will help in evaluating the productivity of digital marketing channels for business success

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	2	3	2	2	3	3	3	3	2	2	2	3
CO 2	3	3	3	3	2	3	2	2	3	3	3	3	2	2	2	3
CO 3	2	3	3	3	2	3	2	2	3	2	3	3	2	2	3	3
CO 4	2	3	3	3	2	3	2	2	3	2	3	3	2	2	3	3

Objective:

1. To achieve an understanding of the complexities, opportunities & creative challenges of marketing across time, space & cultures.
2. Recognize those factors which distinguish the marketing mix for overseas markets as opposed to domestic markets.
3. To learn how to track & evaluate changes in world markets that affects the consumer demand & shape of marketers' strategies.

Unit I: Global Marketing: An Overview:

Definition of International Marketing, International Dimensions of Marketing, Scope and challenges of International marketing:- EPRG Framework, Domestic v/s International, Marketing, Process of Internationalization, Benefits of International Marketing, Driving & restraining forces.

Unit II: Political, Legal & Cultural Environment:

Political Environment: Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk, Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market, Culture and its Characteristics, Influence of Culture on Consumption, Thinking, Communication Process; Cultural Universals.

Unit III: International Marketing Planning:

Marketing Research, Global Marketing Information Sources, Marketing Information System, Market Analysis, Marketing Strategies of US, EU & Japanese MNC's, Foreign Market Entry Strategies – (Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones.

Unit IV: Product Policy and Planning:

Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

Suggested Readings

1. Ronkainen, Czinkota, & Michahel, R. Best Practices in International Marketing. Fort Worth. Harcourt College 2002
2. Bradely, F. 2nd Edition. International Marketing, Strategy. Hemal Hempstead, Prentice Hall 2004
3. Kotler, P. 2nd Edition. A Framework for Marketing Management. USA: Prentice Hall 2002
4. Warren, J. K. 7th Edition. Global Marketing Management. USA: Prentice Hall. 2002
5. Cateora, P., & Graham, J. 11th Edition. International Marketing. USA: McGraw Hill 2003
6. Varshney & Bhattacharya. 18th Edition. International Marketing. S Chand Publications 2005

Course Outcomes

1. Understanding the concept of international marketing and its determinants
2. Understanding the concept of risk and role of culture in performing marketing activities in international prospective
3. Understanding the market entry strategies in overseas market and understanding the role of market research in international prospective.
4. Understanding the concept of product design and development for international market.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	2	3	2	3	1	3	3	2	3	3	2	1	3	3
CO 2	3	3	2	3	2	3	2	3	3	2	3	3	2	2	3	3
CO 3	3	3	3	2	3	2	2	3	3	2	3	3	2	3	3	3
CO 4	3	2	3	3	2	2	2	3	3	2	3	3	2	3	3	3

Objective:

The course aims to equip students with the knowledge and skills to apply various marketing analytics techniques, including descriptive, exploratory, and prescriptive data analytics, to make data-driven decisions. Students will learn to utilize tools like Excel/R/SPSS/Python for summarizing marketing data, conduct customer journey mapping, calculate customer lifetime value, perform RFM and churn analysis, and apply advanced methods such as cluster analysis, pricing analytics, and conjoint analysis to optimize marketing strategies.

Unit I: Relevance and Scope of Marketing Analytics, use of descriptive, exploratory and prescriptive data analytics. Recent Trends in Marketing Analytics.

Unit II: Summarize Marketing Data: Slicing and Dicing Marketing Data with PivotTables- Using Charts to Summarize Marketing Data- Using Functions to Summarize Marketing Data. (Excel/R/Python).

Unit III: Customer journey mapping using customer analytics, calculating customer life time value (CLV), RFM analysis, Customer churn and its analysis , Use of cluster analysis for customer segmentation, segmentation analysis process, cluster analysis and its applications.

Unit IV: Pricing objectives, Bundling and types of bundling, skimming, analytics with price skimming, price elasticity using regression based model. Product Attribute Analysis [Conjoint]- Logistic Regression –Discrete Choice Analysis & Random Utility Theory.

Suggested Readings

1. Marketing Analytics- Seema Gupta, Avadhoot Jathar, Wiley Publications
2. Wayne L. Winston, Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana
3. Stephen Sorger , Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.
4. Gary L. Lilien and Arvind Rangaswamy , Marketing Engineering: Computer- Assisted
5. Marketing Analysis and Planning, Pearson Education
6. Marketing Analytics, Moutusy Maity, Pavankumar Gurazada

Course Outcomes

1. Understand and apply different types of marketing analytics to analyze marketing data for decision-making.
2. Develop the ability to summarize and visualize marketing data effectively using tools
3. Utilize customer analytics techniques, to segment customers and optimize marketing strategies.
4. Apply pricing strategies and conduct product attribute analysis to optimize pricing and product offerings based on consumer preferences and market demand.

Cos/Pos /Psos	PO1	PO2	PO3	Po4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	1		1		1		2	3	1			3
CO2	2	2	3	3					2	1	2	2				3
CO3	2	3	3	3					2	1	2	3				3
CO4	2	2	3	2					1		2	3				3

Objective: The Learning Objectives of this course are as follows:

1. The objective of this paper is to introduce students to role and functioning of financial markets and financial products.
2. It explains the role of financial system on economic development. Various conceptual issues related to risk and return, the role of regulatory bodies, mechanism of commercial banking, operations of insurance companies and mutual funds are discussed elaborately. This will enable them to take the rational decision in financial environment.

Unit I: Indian Financial System and major Institutions Structure of Indian Financial System: An overview of the Indian financial system, Regulatory Institutions in India: RBI, SEBI, IRDA. Commercial Banking: Role of Banks, NPA, Risk Management in Banks. Universal Banking: need and importance, NBFCs.

Unit II: Financial Markets in India : Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary Market.

Unit III: Capital Market in India Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges. Major Instruments traded in stock markets: Equity Shares, Debentures, Exchange Traded Funds. Trading of securities on a stock exchange; DEMAT System, placing, Commodity Markets – Structure.

Unit IV: Money Markets & Debt Markets in India

Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Certificate of Deposit and Commercial Paper. Debt Market. Mutual Fund: types of Mutual Funds and different types of schemes.

Suggested Readings

1. Bhole, L. M., & Mahakud, J. (2018). Financial Institutions and Markets: Structure, Growth and Innovations (6th Edition). McGraw Hill Education.
2. Saunders, A., & Cornett, M. M. (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill.
3. Pathak, B. V. (2008). Indian Financial System: Markets, Institutions and Services (2nd ed.). Pearson Education.
4. Khan, M. Y. (n.d.). Financial Services. McGraw Hill Education.
5. Fabozzi, F. J., & Modigliani, F. (2005). Capital Markets: Institutions and Markets (3rd ed.). Prentice Hall of India.

Course Outcomes

1. Financial architecture of an economy and its key players.
2. The fabrication of Indian Financial markets.
3. Working of Capital market, debt market, money market in India
4. Functioning of different players in financial market including Regulators.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	2	2	3	1	2	1	2	3	1	3	1	1	2	3
CO 2	3	2	3	2	3	1	2	1	2	3	1	3	1	1	2	3
CO 3	3	3	3	3	2	2	2	2	3	3	1	3	2	2	2	3
CO 4	3	3	3	2	3	2	2	1	3	3	1	3	2	2	3	3

Objective: To familiarize students with the essential concepts and fundamentals of financial investments. The course will enable them to understand and make informed choice about the various available financial investment alternatives.

Unit I: Investments – An Overview

Concept of Investment, Financial Investment Vs. Real Investment, Investment Vs Speculation, Objectives or Features of Investment, Risk Return Trade Off, Investment Environment – Overview of Securities Market and Different Types of Financial Investment. Investment Decision Process, Direct Investing Vs Indirect Investing, Approaches to Investing – Active Vs Passive. Diversification, Hedging and Arbitrage.

Unit II: Risk – Return Analysis

Concepts of Return and Risk, Types of Return - their Calculation & Utility: Absolute Return, Average Return, Expected Return, Portfolio Return, Holding Period Return, Effective Annualized Return, Risk-Adjusted Return. Causes (or Sources) and Types of Risk – Systematic and Unsystematic Risk, Components of Systematic and Unsystematic Risk, Calculation of Total, Systematic and Unsystematic Risk.

Unit III: Security Analysis

Approaches to Security Analysis – Fundamental Analysis, Technical Analysis, and Efficient Market Hypothesis (EMH). Fundamental Analysis – EIC Framework, Economic Analysis, Industry Analysis, and Company Analysis. Technical Analysis – Basic Tenets of Technical Analysis, Tool of Technical Analysis – Charts, and Technical Indicators, Limitations of Technical Analysis. Difference between Fundamental Analysis and Technical Analysis. Efficient Market Theory (EMH) – Concept, Forms of Market Efficiency, Weak Form Hypothesis, Semi Strong Form, and Strong Form of Market Efficiency. Implications of EMH.

Unit IV: Fundamentals of Valuation and Portfolio Analysis

Valuation of Equity Shares – Peculiar features of Equity Shares, Dividend Discount Model, Earning Multiplier or Price-Earnings (P/E) Model, and Capital Asset Pricing Model (CAPM). Valuation of Fixed Income Securities – Bond Fundamentals, Types of Bonds, Bond Valuation. Portfolio Analysis – Portfolio Management Process, Portfolio Analysis – Markowitz Model, Portfolio Risk, Portfolio Return.

Suggested Readings

1. Tripathi, Vanita: Security Analysis and Portfolio Management. Taxmann Publications.
2. Chandra, Prasanna: Investment Analysis and Portfolio Management. McGraw Hill Education.
3. Rustagi, R.P., Investment Management. Sultan Chand Publications.
4. Reilly, F. K. & Brown, K.C. Analysis of Investments and Management of Portfolios, Cengage India Pvt. Ltd.

Course Outcomes

1. Understand the fundamentals of financial investments and the investment decision process.
2. Able to compute various measures of risk and return, and understand their role forevaluating investments.
3. Understand and carry out security analysis using different approaches.
4. Learn basic approaches to valuation of securities and carry out portfolio analysis.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	3	1	2	1	2	2	1	3	1	2	2	3
CO 2	3	2	3	2	3	1	2	1	2	2	1	3	1	2	2	3
CO 3	3	3	3	2	2	2	2	2	3	3	1	3	2	2	2	3
CO 4	3	3	3	2	2	2	2	1	3	3	1	3	2	2	3	3

Objective: To familiarize students with the essential concepts and skills needed to be able to appropriately choose securities and operate in Stock markets.

Unit I: Basics of Investment & Investment Environment

Fundamentals of Investment, Features of Investment, Investment Environment. Principles of sound Investment. The Investment Decision Process. Modes of Investment – Direct Investing and Indirect Investing. Risk Return Trade Off. Types of Securities – Equity Shares, Bonds and Debentures, and Government Securities.

Unit II: Indian Securities Market

Securities Market – Capital Market and Money Market, Difference between Capital and Money Market, Primary and Secondary Market, Difference between Primary and Secondary Market. Over the Counter (OTC) and Exchange Traded market. Modes of offering Equity Shares – Initial Public Offering (IPO), Follow-on Public Offering (FPO), Difference between IPO and FPO, Difference between Offer for sale (OFS) and Public offer (IPO/FPO). Methods of IPO Pricing – Fixed Price Method and Book Building Method.

Unit III: Online Security Trading

Trading Mechanism on Exchanges, Trading and Settlement at NSE – National Securities Clearing Corporation Limited (NSCCL), Clearing Mechanism, Clearing & Settlement (Equities). Online Real Time Price Quotations – Bid Price, Ask Price, Bid-Ask Spread, Tick Size, LTP, ATP. Circuit Breakers – Upper Circuit, Lower Circuit, NSE rules regarding Circuit Breaks. Price Bands, Rules regarding Price Bands on NSE.

Unit IV: Investing in Mutual Funds

Concept of Mutual Funds, Evolution of Mutual Funds in India, Structure of Mutual Funds (Sponsor, Board of Trustees, AMC and Custodian). Advantages of Investing in Mutual Funds, Limitations of Investing in Mutual Funds. Types of Mutual Fund Schemes – Open ended, Close ended, and Interval funds; Domestic Funds and Off-Shore funds; Growth funds, Income funds and Balanced funds; Equity Fund schemes, Debt fund schemes, Gilt Funds, Money Market Funds, Tax Saving or Equity Linked Savings Scheme (ELSS), Index schemes, Sectoral Funds, Load and No-Load Fund, Fund of Funds,

Suggested Readings

1. Tripathi, Vanita and Panwar, Neeti: Investing in Stock Markets. Taxmann Publications.
2. Chandra, Prasanna: Investment Analysis and Portfolio Management. McGraw Hill Education.
3. Rustagi, R.P., Investment Management. Sultan Chand Publications.
4. Tripathi, Vanita: Security Analysis and Portfolio Management. Taxmann Publications.

Course Outcomes

1. Able to compare and evaluate different investment opportunities.
2. Comprehend the structure and composition of Indian Securities market.
3. Learn the mechanism involved in online stock trading.
4. Grasps the concepts associated with investing in Mutual funds.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	3	2	2	1	2	3	1	3	2	3	2	3
CO 2	3	2	3	2	3	2	2	1	2	3	1	3	2	3	2	3
CO 3	3	2	3	2	3	3	2	1	3	3	1	3	2	3	2	3
CO 4	3	2	3	2	3	2	2	1	2	3	1	3	2	3	3	3

Objective: The goal of the course is to get the students acquainted with the dramatic changes in the financial sector generated by the digital revolution.

Unit I: Digital Transformation of Finance : A Brief History of Financial Innovation, Digitization of Financial Services, Introduction to FinTech & Funds, FinTech Transformation, FinTech Typology, Collaboration between Financial Institutions and Start-ups.

Unit II: Payment Systems : Digitalization of the payment system. The historical evolution of the payment system., Attributes of a well-functioning payment system., Banks as guarantors of the payment system, new entrants and new payment models: risks for the banking system. FinTech applications in Banking & Non-Banking Financial Companies (NBFCs); Insurance; payments; Lending; Audit; and Compliance. Electronic Clearing Service (ECS) ,Real Time Gross Settlement (RTGS), National Electronic Funds Transfer (NEFT), Immediate Payment Service (IMPS), Unified Payments Interface (UPI), Growth of Digital Payments in India, RBI guidelines on Digital Payments.

Unit III: Crypto Assets and Blockchains : Introduction: Crypto an asset for trade and Crypto-currency, Problems with issuers credibility, Fin Tech & Securities Trading; Cryptocurrencies and its future as currency, blockchain as a registration mechanism, Functioning of the block chain system. The integration of digital 10 currency and blockchain and issuers incentive problems;

Unit IV: FinTech, Big Data Analytics, and new Financial Business Models : The use of data in traditional credit decisions, the combination of big data and machine learning to improve financing decisions., Smart accounts, customized financial products, risk management and fraud prevention., High frequency trading: opportunities and risks. Digital security, Challenge of confidentiality, integrity and availability, Digital securities as a new systemic risk in the economy.

Suggested Readings

1. Lynn, T., Mooney, J. G., Rosati, P., & Cummins, M. (2019). *Disrupting finance: FinTech and strategy in the 21st century*. Springer Nature.
2. Beaumont, P. H. (2019). *Digital Finance: Big Data, Start-ups, and the Future of Financial Services*. Routledge.
3. Phadke, S. (2020). *FinTech Future: The Digital DNA of Finance*. Sage Publications.
4. Maese, V. A., Avery, A. W., Naftalis, B. A., Wink, S. P., & Valdez, Y. D. (2016). Cryptocurrency: A primer. *Banking LJ*, 133, 468

Course Outcomes

1. Understanding of the nature of digital revolution in finance.
2. Knowledge of key digital technologies and products, and state reaction to the digital revolution.
3. Knowledge of Crypto Assets
4. Knowledge of FinTech, big data analytics and new financial business models.

COs / POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	3	2	3	3	2	2	2	2	3	3	3	3	2	1	3	3
CO 2:	3	2	3	3	2	2	1	2	3	2	3	3	3	2	2	3
CO 3:	3	2	3	2	1	2	1	1	3	2	3	3	1	3	2	3
CO 4:	3	3	3	3	2	3	2	2	3	3	3	3	3	3	3	3

Objective: The Learning Objectives of this course are as follows:

1. To equip students with the knowledge and practical understanding of important dimensions of managing one's personal finance.
2. They would be able to understand and do planning for their tax liabilities, investments, insurance coverage, and retirement.

Unit I: Basics of Personal Finance: Understanding Personal Finance. Rewards of Sound Financial Planning. Personal Financial Planning Process. Personal Financial Planning Life Cycle. Making Plans to Achieve Your Financial Goals. Common Misconceptions about Financial Planning. Financial Planning as a career choice. The Financial Planning Environment.

Unit II: Managing Insurance Needs : Basics Concepts – Risks, Risk Management and Underwriting. Insuring Life – Benefits and need for Life Insurance, Determining the Right Amount of Life Insurance. Choosing the Right Life Insurance Policy – Term Life Insurance, Whole Life Insurance, Group Life Insurance, Other Special Purpose Life Policies. Buying Life Insurance – Compare Costs and Features, Select an Insurance Company. Life Insurance Contract Features.

Making Health Insurance Decision – Evaluate Your Health Care Cost Risk, Determine Available Coverage and Resources, Choose a Health Insurance Plan. Types of Medical Expense Coverage. Policy Provisions of Medical Expense Plans. Property Insurance – Basic Principles, Types of Exposure, Principle of Indemnity, and Coinsurance.

Unit III: Managing Investments : Role of Investing in Personal Financial Planning, Identifying the Investment Objectives, Different Investment Choices. Investing in Equity, Investing in Bonds, Investing in Mutual Funds and Exchange Traded Funds (ETFs) ,Selecting appropriate Mutual Fund and ETF investments, Evaluating the performance of Mutual Funds and ETF.

Unit IV: Investing in Real Estate and Retirement Planning: Investing in Real Estate – Some Basic Considerations. Modes of Real Estate Investment – Raw Land, Commercial Properties, Residential Properties, Real Estate Investment Trusts (REITs) and Infrastructure Investment Trust (InvITs). Planning for Retirement – Role of Retirement Planning in Personal Financial Planning, Pitfalls to Sound Retirement Planning, Estimating Income Needs, Sources of Retirement Income.

Suggested Readings

1. Randall S. Billingsley, Lawrence J. Gitman, and Michael D. Joehnk (2017): Personal Financial Planning. Cengage Learning.
2. Susan M. Tillery, and Thomas N. Tillery: Essentials of Personal Financial Planning. Association of International Certified Professional Accountants.
3. Introduction to Financial Planning (4th Edition 2017) – Indian Institute of Banking & Finance.
4. Sinha, Madhu. Financial Planning: A Ready Reckoner. July 2017. Mc Graw Hill

Course Outcomes

1. Understand the fundamentals of Personal Financial Planning.
2. Able to ascertain and choose appropriate insurance policies for managing personal risks.
3. Appreciate the importance of choosing right investments for managing personal finance.
4. Learn the basic concepts and underlying principles for Retirement Planning.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	2	1	2	1	1	1	2	2	1	2	2	2	1	3
CO 2	3	2	3	2	2	2	1	1	2	2	1	3	2	2	1	3
CO 3	3	2	3	3	2	3	2	1	3	2	2	3	2	3	3	3
CO 4	3	2	2	2	3	2	1	1	2	3	1	2	3	3	2	3

Objective: The Learning Objectives of this course are as follows:

1. To provide an understanding of the essential elements of the financial environment in which the business firm operates.
2. To acquaint students with the techniques of financial management and its applications for business decision making.

Unit I: Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization. Functions of Finance – Finance Decision, Investment Decision, Dividend Decision; Risk-Return Trade-off in Finance Functions. Concept of Time Value of Money – present value, future value, annuity, growing annuity, perpetuity, growing perpetuity, excel functions of time value of money.

Unit II: Strategic Investment Decisions: Capital Budgeting– Nature and meaning of capital budgeting; Principles and Process; Evaluation techniques– Payback period, Accounting Rate of Return, Payback Period, Net Present Value, Internal Rate of Return & NPV vs. IRR, Profitability Index Method, Cost of Capital: Meaning and concept, Measurement of cost of capital– Cost of debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital (WACC).

Unit III: Strategic Financing Decisions – Capital Structure, Theories and Value of the firm – Net Income approach, Net Operating Income approach, Traditional approach, Modigliani Miller (MM) model, HAMADA model; Determining the optimal capital structure, Checklist for capital structure decisions,

Unit IV: Leverage analysis and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage, Guidelines for capital structure planning, Dividend Decisions: Factors determining dividend policy, Theories of dividend – Gordon model, Walter model, MM Hypothesis, Signaling Theory, Pecking Order Theory. Forms of dividend–Cash dividend, Bonus shares, Stock split, Dividend policies in practice.

Suggested Readings

1. Berk, J., & DeMarzo, P. (5th ed.). Corporate Finance, Pearson - Prentice Hall.
2. Horne, J. C. V., & Wachowicz, J. M., Jr. (13th ed.). Fundamentals of Financial Management. Prentice Hall, Pearson Education.
3. Pandey, I. M. (n.d.). Financial Management. Pearson.
4. Khan, M.Y. & Jain, P.K.(n.d.) Financial Management Text Problem and Cases, Tata Mc Graw Hill Publishing Co. Ltd.
5. Brealey, R.R., Myers.S., Allen, F., & Mohanty, P.(n.d.) Principles of Corporate Finance. New Delhi: Tata Mc-Graw Hill.

Course Outcomes

1. Understand the basic concepts of financial management.
2. Understand how to coordinate various decisions to maximize wealth of an organisation in today's financial environment.
3. Equipped to arrive at strategic corporate finance decisions with the required accuracy
4. Understand the basic concepts about Financial Leverage.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	2	1	2	1	1	1	2	2	1	3	2	2	1	3
CO 2	3	3	2	2	3	2	1	1	2	2	1	3	2	2	1	3
CO 3	3	2	3	3	2	3	2	1	3	2	2	3	2	3	3	3
CO 4	3	2	2	2	3	2	1	1	2	3	1	2	3	3	2	3

Objective:

1. To provide a framework for the students to understand the importance of Leadership and team effectiveness in organizations.
2. To develop an understanding of the interpersonal processes and group dynamics.
3. To provide a theoretical understanding of leadership practices in organizations.
4. To provide an understanding of factors influencing teamwork and team leadership.
5. To evaluate the role of leadership in the development of an institution.

Unit I: Leadership – Meaning, Concepts, Importance, Myths about Leadership, Components of Leadership- Leader, Followers and situation. Leadership is developed through Education and Experience.

Unit II: Focus on the Leader – Power and Influence, Leadership and Values Leadership Traits: Leadership behavior, Theories of Leadership. Team Effectiveness and Team norms.

Unit III: Focus on Followers - Motivation, Satisfaction, Performance) Groups, Teams and their Leadership. Groups – Nature, Determinants of Group Behavior, Team building process: Evaluating Team's Performance overview of Teams: Definition, Types of Teams, Effective Team Characteristics, Team Formation Models.

Unit IV: Focus on Situation –Characteristics of Situation, Leadership Skills – Basic Leadership and change d Advance Leadership Skills. Team conflict. Conflict resolution.

Suggested Readings

1. Hughes, Ginnett, Curphy - Leadership, Enhancing the Lessons of Experience (Tata Mc Graw Hill, 5th Ed.)
2. Yukl G - Leadership in Organizations (Pearson, 6th Ed.)
3. West Michael - Effective Team Work (Excel Books, 1st Ed.)
4. Sadler Philip - Leadership (Crest Publishing House)
5. Gold N- Teamwork: Multi-Professional Perspective (Palgrave)
6. Ray D- Teaming up (McGraw-Hill)
7. Mersey P; Blanchard K and Johnson D- Management of Organisational Behaviour (Prentice-Hall) Operation Management

Course Outcomes

1. To develop an understanding of Leadership
2. To determine team norms and making team effective.
3. To elaborate the team decision making and different means of resolving team conflict
4. To demonstrate team leadership and role of team leader.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	2	3	2	2	2	3	2	2	1	2	2	3	3	3	2	3
CO 2:	3	3	2	2	2	3	2	2	2	3	2	3	2	3	2	2
CO 3:	3	3	3	3	2	2	2	2	2	2	3	3	2	3	3	2
CO 4:	3	2	2	3	2	3	3	1	2	2	2	3	2	3	3	2

Objective: The aim of the course is to build knowledge and understanding of Human Resource Development among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Human Resource Development.

Unit I:HRD: Concept, importance, benefits and its distinction from HRM, focus of HRD System, Structure of HRD System, Role of HRD manpower. Management Development: Concept, need, management development methods.

Unit II: Potential Appraisal: Concept, need, objectives, methods and Obstacles. Training: Meaning, role, assessing needs for training, organizing training programs, training methods, evaluation of Training.

Unit III: Job Enrichment: Concept, Principles, steps for job enrichment, hurdles in job enrichment, making job enrichment effective, job and work redesign. Quality Circles: Concept, structure, training in quality circle, problem solving techniques, role of management, trade union and workers, quality circles in India.

Unit IV:HRA: Introduction, scope, limitations, methods. Management of careers. Stress Management: Definition, potential, sources of stress, consequences of stress, managing stress.

Suggested Readings

1. Dipak Kumar Bhattacharya, Human Resource Management
2. Arun Monappa, Managing Human Resource
3. P.Subba Rao, Essential of HRM and Industrial Relations
4. C.B. Memoria, Personnel Management

Course Outcomes

- 1.To provide knowledge about HRD concepts and other aspects.
- 2.To provide knowledge about potential appraisal.
- 3.To give an overview about Job Enrichment and Quality circles.
- 4.To make aware with human resource accounting.

COs/POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	3	2	2	1	2	2	2	1	2	2	2	3	2	2	1	2
CO 2:	3	2	3	1	2	3	2	1	2	2	2	3	3	2	2	2
CO 3:	3	2	3	1	2	3	2	2	2	2	3	3	2	3	2	3
CO 4:	3	2	2	1	2	3	2	1	2	2	3	3	2	2	3	2

Objective: The course is designed to equip students with the knowledge, skills, and competencies necessary to understand and apply data analytics techniques in the field of human resource management.

Unit I: Evolution and rise of HR Analytics, Application of HR metrics: HR operations metrics, recruitment metrics, training and development metrics, to measure, monitor and take corrective actions so as to conduct the HR function and operations efficiently

Unit II: Descriptive analytics, HR dashboards using any software, slicing and Dicing of HR data with pivot table application

Unit III: HR analytics application of correlation and regression, understanding variants of T test, one way and two-way ANOVA, interpretation and understanding of different statistical tools and techniques, classification problem using logistics regression

Unit IV: HR Analytics applied to absenteeism, HR operations efficiency, job classification, employee attrition, training and development, Decision tree and clustering algorithms.

Suggested Readings

1. Practical Applications of HR Analytics, by Manish Gupta Pratyush Banerjee, Jatin Pandey, Sage (Text book).
2. HR Analytics : Connecting Data and Theory by Rama Shankar Yadav and Sunil Maheshwari , Wiley(Text Book)
3. HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series) Dr. Michael Walsh , Vibrant Publishers.
4. Doing Hr Analytics: A Practitioner's Handbook With R Examples by Mr. Sundmark, Lyndon |

Course Outcomes

- 1.Understand HR metrics to measure, monitor, and improve HR operations, ensuring efficient management and strategic decision-making.
- 2.Develop proficiency in creating HR dashboards and utilizing descriptive analytics, to effectively summarize and visualize HR data
- 3.Apply correlation, regression, T-tests, ANOVA, and logistic regression, to solve HR-related problems.
- 4.Utilize HR analytics tools and techniques to optimizing HR operational efficiency and employee retention strategies.

Cos/Pos /Psos	PO1	PO2	PO3	Po4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	2		1		1	1	2	3	2			3
CO2	2	2	3	3					2	1	2	2				3
CO3	2	3	3	3					1	1	2	3				3
CO4	2	2	3	3					1		2	3				3

NBA 344: TRAINING AND DEVELOPMENT PRACTICES IN ORGANIZATION

L T PC3 0 0 3

Objective: The present course is designed to study the concepts and processes of training and development.

1. To enable you understand the concepts, principles and process of training and Development.
2. To develop an understanding of how to assess training needs and design training programmes in an Organizational setting.

Unit I: Training: Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme. Training Need Assessment.

Unit II: On the job Training, Off the job Training Designing a training programme. Training Department and Trainers' Roles, Moving from Training to Performance, Training Trends Worldwide Meaning and nature of Management Development.

Unit III: Responsibility for executive development, Methods of executive Development, Job rotation, Sensitivity Training. Simulation methods of executive development.

Unit IV: Training in organization and training needs analysis, training needs analysis models, needs, assessment and process. The concept of career, career stages, career planning, the process of career planning benefits of career planning career development Essentials of success in career, problems in career planning and development.

Suggested Readings

1. S.K Bhatia Training and Development, Deep & Deep Publication Pvt .Ltd.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.

Course Outcomes

1. Understand the process of designing a training programme and its Evaluation.
2. Understand the need and process of training need analysis in organization.
3. Understand various training methods and their applicability in different organizational situation.
4. Comprehend the tools and techniques of management development.

COs/ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	3	2	2	2	3	2	2	1	2	3	2	3	2	3	1	3
CO 2:	3	3	2	2	2	3	2	2	2	3	2	3	3	3	2	3
CO 3:	3	3	3	2	3	2	2	2	2	2	2	3	3	2	2	3
CO 4:	3	3	3	3	3	3	2	2	2	3	2	3	2	3	3	3

Objective:

1. To Provide conceptual framework of Industrial Relation
2. To make students aware with the Indian Labor legislation
3. To make students aware with the basic requirements and mandate of labor legislations
4. To help the students to understand the existing framework of Industrial Relation and Labor legislation

Unit I: Industrial Relations: Role - Importance - Trade Unions – Industrial disputes and their Resolutions.

Unit II: Participative Management: Structure - Scope - Collective Bargaining -Works Committee - Joint Management Councils - Pre-Requisite for successful participation - Role of Government in Collective Bargaining.

Unit III: Industrial unrest: Employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts. Discipline: Positive, negative discipline, disciplinary procedure. Absenteeism, Turnover, Dismissal and Discharge.

Unit IV: Factories Act: Meaning, Definition – Welfare – Safety – Health Measures. Workmen’s Compensation Act and International Labor Organization - Role and Function, General provisions of Bonus Act and Gratuity Act.

Suggested Readings

1. Sreenivasan M.R - Industrial Relations & Labor legislations.
2. Aswathappa K - Human Resource and Personnel Management.
3. Subba Rao P - Human Resource Management and Industrial Relations.
4. Monoppa - Industrial Relations. 5. S.C. Srivastava, Industrial Relation of Labour Laws.

Course Outcomes

1. Knowledge of Industrial Relation framework. Competency to understand the importance of Employee Relation within the perspective of Industrial Relation.
2. Competency to use Collective Bargaining and Grievance redressal Mechanism.
3. Knowledge about relevant Laws of HR management
4. Competency to interpreted and implement the Labour Laws within organization

COs\ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	3	2	2	1	2	2	3	1	2	3	2	3	2	3	2	3
CO 2:	3	3	2	2	3	3	2	2	2	3	3	3	3	2	2	3
CO 3:	3	3	3	2	3	2	2	2	2	3	3	3	2	2	2	3
CO 4:	3	3	3	2	3	3	2	2	2	3	3	3	2	3	2	3

Objective:

To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively. .

Unit I

Conflict: Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution.

Unit II

Dealing with Conflict: Four myths about conflict, Team Conflict, Understanding individual styles for handling Inter Personal Conflict, Cross – Cultural differences in Approaches to Conflict, Importance of Emotional Intelligence.

Unit III

The Negotiation Process – Gaining leverage through power & persuasion: Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.

Unit IV

Negotiation Skills for Effectiveness: Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators.

Suggested Readings

1. Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008
2. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5th Edition,
3. Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional
4. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill.
5. Udai Pareek: Understanding Organizational Behaviour, Oxford Press

Course Outcomes

1. Understanding the central concepts of negotiation and conflict.
2. Providing experience in the negotiation and conflict management process.
3. Effectively diagnosing and planning for different types of negotiation situations.
4. Developing negotiating skills and confidence in a variety of contexts.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	3	2	2	1	2	2	3	1	2	3	2	3	2	3	2	3
CO 2:	3	3	2	2	3	3	2	2	2	3	3	3	3	2	2	3
CO 3:	3	3	3	2	3	2	2	2	2	3	3	3	2	2	2	3
CO 4:	3	3	3	3	3	3	2	2	2	3	2	3	2	3	3	3

Objective: This course offers students the opportunity to master the advanced functionality of Microsoft Excel, and to apply those skills to genuine business applications such as financial modeling, reporting, and the automation of accounting and financial tasks. Although the basic functions of Excel will be covered, areas of focus include graphs and charts, the use of advanced financial functions and analytical tools, reporting templates, linking of worksheets and workbooks, importing and manipulating data, macros (automation of tasks), auditing tools, and other features especially useful to the financial or accounting professional.

Unit I: General Fundamentals:

Introduction to computers: Block diagram of a computer – characteristics and limitations of computers – applications of computers - types of computers – computer generations. Introduction to Algorithms and Programming Languages: Algorithm – Key features of Algorithms - Flow Charts - Programming Languages – Generations of Programming Languages – Structured Programming Language- Design and Implementation of Correct - Efficient and Maintainable Programs.

Unit II: Excel Introduction

Basic formulae: Entering and editing data – Creating and copying formulae – Creating functions: Inserting/deleting rows/columns. Changing fonts, Colors and borders - Merging and aligning cells. Printing: Page break preview – Using page layout view- Headers and footers .Freezing print titles Charts: Selecting data - Quick ways to create charts – Formatting your chart Basic tables. Table styles: Using calculated columns – Header rows and total rows -Sorting and simple filtering.

Unit III: Advanced Excel - 1

Using range names: Creating – sorting and filtering lists/tables of data. Number formatting: Creating custom formats – format Scaling numbers Dates and times - date/time functions - Formatting dates and times – Functions: Mathematical Functions – Text Functions - Logical & Reference Functions.

Unit IV: Advanced Excel- 2

Conditional formatting: Creating/using cell rules - Data bars and colour sets- Styles and themes- Themes work. Styles - Creating custom styles Validation and protection setting cell validation, protecting cells/worksheets - grouping and outlining - Cell comments. Range names and absolute references: Absolute references (\$ symbol)- Fixing only the row/column-Creating range names- Labeling ranges automatically - Creating Table - Charts - Selecting data- Quick ways to create charts. Analyse data dynamically by using Pivot Tables - Filter, show, and hide PivotTable data - Edit PivotTables - Format PivotTables - Create PivotTables from external data.

Suggested Readings

1. Excel 2013 Bible, John Walkenbach, Wiley, PAP/CDR edition, 2013
2. Excel 2007 Power Programming with VBA (Mr. Spreadsheet's Bookshelf), John Walkenbach, Wiley; PAP/CDR

Course Outcomes

1. Create a plan for effective workbook and worksheet design. Plan, design, create and manage Excel worksheets
2. Identify and utilize the appropriate formatting for data in Excel. Identify appropriate mathematical processes necessary to achieve a result in Excel

3. Create mathematical formulas in Excel. Devise formulas utilizing relative, absolute and mixed cell references in formulas in Excel
4. Explain about specific mathematical and statistical functions in Excel and their use in cell formulas. Describe how various charts can be used to represent quantitative data in Excel

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	3	2	3	3	1	2	1	1	3	2	2	3	2	2	3	2
CO 2:	3	3	3	3	1	2	2	1	3	3	3	3	2	3	3	3
CO 3:	3	2	3	3	2	2	1	1	3	3	3	3	2	3	3	3
CO 4:	3	3	3	3	2	2	1	1	3	3	3	3	2	3	3	3

Objective:

1. The objective of the course is to enable students to understand the nuances of data analysis and exploit MS-Excel to undertake various descriptive analyses.
2. Learn calculations of measures of central tendency
3. Learn calculations of measures of dispersion
4. It leads the way for better understanding and viewing of data.

Unit I: INTRODUCTION TO STATISTICS: Overview, Origin and development and Managerial applications of statistics.

MS-Excel Overview, Basics of Spreadsheet, Statistical Functions, Use of Data Analysis Tool Pack.

Unit II: DATA ANALYSIS: Data Analysis and Frequency Distribution (DAFD), Scales of Measurement. Measures of Central Tendency, Pythagorean, Means, Dispersion, Skewness and Kurtosis.

Unit III: PROBABILITY: Introduction to Probability-Concepts and definitions of probability-Classical, Relative frequency and Subjective.

Unit IV: MARGINAL, CONDITIONAL AND JOINT PROBABILITY: Probability under conditions of statistical independence and statistical dependence, Marginal. Conditional and joint Probabilities.

Unit V: PROBABILITY DISTRIBUTION: Random variables, discrete probability distributions (Binomial & Poisson Distributions). Continuous probability distributions (Probability Density functions & normal distribution)

Data Mining: Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process.

Suggested Readings

1. Statistics for Management and Economics by Gerald Kellar, Cengage Learning.
2. Elementary Statistics by Mario F. Triola, Pearson Publication.
3. Fundamentals of Business Statistics by J K Sharma, Pearson Publications,
4. Levin R.I., Rubin S. David, "Statistics for Management", Pearson. Prentice-Hall India.
5. Sanjeet Singh, Business Statistics: For Contemporary Decision-Making, 10th Edition, An Indian Adaptation, Wiley

Course Outcomes

1. Use of spread sheets
2. Make calculations through excel
3. Understand data analysis through Descriptive statistics
4. Learn about the concept of Data Mining.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	3	2	3	2	3	2	1	1	2	3	2	3	2	1	2	3
CO 2:	3	2	3	2	3	2	1	1	2	3	2	3	2	1	2	3
CO 3:	3	3	3	2	3	2	1	1	3	3	2	3	2	2	2	3
CO 4:	3	2	3	3	3	3	2	2	2	3	3	3	2	3	3	3

Objective:

1. Predictive analytics enable the prediction of events based on the data available.
2. This course focuses on the use of predictive analytics to find patterns in data sets.
3. Learners examine the tools and techniques of predictive analytics, including regression analysis, decision trees, factor analysis, and cluster analysis.
4. Gain a better understanding of how to predict outcomes from available data.

Unit I: FACTOR ANALYSIS: Introduction to Dimension reduction using Factor Analysis Statistics. Principal Component Analysis, Exploratory and Confirmatory Factor Analysis.

Unit II: HYPOTHESIS TESTING: Hypothesis Testing, Errors in Hypothesis Testing. Hypothesis testing for single Population Means, Hypothesis testing for the difference between two population means. Errors in Hypothesis Testing. Hypothesis Testing based on F Distribution, Chi-square and ANOVA.

Unit III: CLUSTER ANALYSIS: Classification (K – Nearest Neighbour Algorithm) and Cluster Analysis (Hierarchical and K Means Clustering)

Unit IV: TIME SERIES: Forecasting & Time Series : Qualitative and Quantitative forecasting methods, Time series analysis, time series decomposition models, Measurement of Seasonal effects.

Unit V: CORRELATION & REGRESSION -Correlation and Regression: Types of Correlation, Methods of Correlation Analysis, Advantages of Regression Analysis, Simple Linear Regression, Logistic Regression.

Suggested Readings

1. Data Mining and Predictive Analytics, Daniel T. Larose, Chantal D. Larose, Wiley
2. Fundamentals of Business Statistics by J K Sharma, Pearson Publications.
3. Levin R.I., Rubin S. David, "Statistics for Management", Pearson. Prentice-Hall India.

Course Outcomes

1. Learners explore and examine data, apply predictive tools and techniques to predict outcomes from the data, and interpret the results for improved decision-making.
2. Understand Hypothesis testing
3. Learn to perform calculations for Correlation and Regression
4. Learn to forecast using Time Series.

COs\ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	3	3	3	3	2	3	2	1	3	3	3	3	2	3	2	3
CO 2:	2	3	3	3	2	3	2	1	2	3	3	3	2	3	2	3
CO 3:	3	3	3	3	3	2	1	1	2	3	3	3	2	3	2	3
CO 4:	3	2	3	3	3	2	1	1	2	3	3	3	2	3	2	3

Objective:

1. Learn fundamentals of R.
2. Covers how to use different functions in R, how to read data into R, accessing R packages, writing R functions, debugging, and organizing data using R functions.
3. Cover the basics of statistical data analysis with examples

Unit I: Introduction to Data Analysis

Overview of Data Analytics, Need of Data Analytics, Nature of Data, Classification of Data: Structured, Semi-Structured, Unstructured, Characteristics of Data, Applications of Data Analytics

Unit II: Introduction to R Ecosystem:

Overview of R Programming, Downloading and installing R, History of R, R Commands, Variables and Data Types, Control Structures, Array, Matrix, Vectors, Factors, Functions, R packages.

Unit III: Data Inputting in R:

Data Types, Sub setting, Writing data, Reading from csv files, Creating a vector and vector-operation, Initializing data frame, Control structure, Installing and loading packages, Setting up your working directory, Downloading and importing data, Working with missing data, Writing R scripts, Adding comments and documentation, Creating reports.

Unit IV: Working with R Charts and Graphs: Histograms, Box plots, Bar Charts, Line Graphs, Scatter plots, Pie Charts Statistics with R Random Forest, Decision Tree, Normal and Binomial distributions, Time Series Analysis,

Suggested Readings

1. Sandip Rakshit, R Programming for Beginners, McGraw Hill Education (India), 2017
2. Seema Acharya, Data Analytics using R, McGraw Hill Education (India), 2018
3. Tutorials Point (I) simply easy learning, Online Tutorial Library (2018).
4. R Programming, Retrieved from https://www.tutorialspoint.com/r/r_tutorial.pdf.
5. Andrie de Vries, Joris Meys, R for Dummies A Wiley Brand, 2nd Edition, John Wiley and Sons, Inc.

Course Outcomes

1. Examine the benefits of using the R programming language.
2. Discover how to use R Studio to apply R to your analysis.
3. Explore the fundamental concepts associated with programming in R.
4. Discover the options for generating visualizations in R.

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1:	2	2	3	2	1	1	1	1	2	2	3	3	1	3	2	3
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CO 3:	3	2	3	3	1	2	1	1	2	3	3	3	1	3	2	3
CO 4:	3	2	3	3	2	2	1	1	2	2	3	3	1	3	2	3

Objective:

1. To introduce the basic concepts in SPSS,
2. To train students in SPSS Software
3. To expose the students to the analysis of statistical data
4. To learn how to analyze data using SPSS

Unit I: Introduction to SPSS:

An Overview of SPSS, Data handling: open SPSS data file – save – import from other data source – data entry – labeling for dummy numbers - recode in to same variable – recode in to different variable – transpose of data – insert variables and cases – merge variables and cases.

Unit II : Data handling:

Split – select cases – compute total scores – table looks – Changing column - font style and sizes -Data Transformation - Syntax files and scripts - Output management.

Unit III: Diagrammatic representation:

Simple Bar diagram – Multiple bar diagram – Sub-divided Bar diagram - Percentage diagram – Pie Diagram – Frequency Table – Histogram – Scatter diagram – Box plot.

Unit IV: Descriptive Statistics:

Mean, Median, Mode, SD- Skewness- Kurtosis. Correlation – Karl Pearson's and Spearman's Rank Correlation, Regression analysis: Simple and Multiple Regression Analysis.

Unit V: Testing of Hypothesis:

Parametric – One sample – Two sample Independent t– test – Paired t–test - Non – parametric: One sample KS test- Mann-Whitney U test – Wilcoxon Signed Rank test - Kruskal Wallis test –Friedman test- Chi- square test. Analysis of variance: One way and Two way ANOVA.

Suggested Readings

1. George, D. 2011. SPSS for Windows Step-by-Step: A Simple Guide and Reference 18.0 Update. Eleventh Edition. Allyn and Bacon, Boston, MA, USA.
2. Green, Samuel B. and Neil J. Salkind. 2010. Using SPSS for Windows and Macintosh: Analysing and Understanding Data. Sixth Edition. Prentice Hall, New Yoik, USA
3. Ho, Robert. 2006. Handbook of Univariate and Multivariate Data Analysis and Interpretation with SPSS. Chapman & Hall/CRC, New York, USA
4. Clifford E.Lunneborg (2000). Data analysis by resampling: concepts and applications. Dusbury Thomson learning. Australia.
5. Everitt, B.S and Dunn, G (2001). Applied multivariate data analysis. Arnold London.

Course Outcomes:

1. Understand the main features of SPSS
2. Use the SPSS GUI effectively
3. Perform descriptive analyses with SPSS
4. Perform common parametric and non-parametric tests

COs \ POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
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CO 4:	3	3	3	3	2	2	1	1	3	3	3	3	2	3	3	3

Objective:

1. To understand the concepts of Business intelligence
2. To understand the relevance of Data Visualization in Business
3. To provide hands on working with Tableau software.
4. To understand the methods of presentation, creating dashboards and animations.

Unit I: INTRODUCTION TO BUSINESS INTELLIGENCE

Definition of BI – Historical Perspective of BI- Architecture of BI- Data Warehouse, Business Analytics, Business Performance Management, User Interface, Cyclical process of a business intelligence analysis.

Unit II: DATA VISUALIZATION

Data and Information Visualization- A brief history of Data Visualization- Data Visualization for businesses- Different types of Charts- Business Activity Monitoring through Dashboard - Emergence of Data Visualization and Visual Analytics.

Unit III: DATA VISUALIZATION WITH R

Working with Tableau Data Source and Basic Charts: Introduction to Tableau, Connecting to Data Source: Text Files, Excel, Access, other databases, merging multiple data sources, Univariate Charts – Creating tables, bar graphs, pie charts, histograms, line charts, stacked bar graphs, box plots, Showing aggregate measures, Bivariate Charts – Creating tables, scatter plots, swapping rows and columns, adding trend lines, selecting color palettes, using dates.

Multivariate Charts and Maps: Facets, area charts, bullet graphs, dual axes charts, Gantt charts, heat maps, Maps – Setting geographical roles, placing marks on map, overlaying demographic data, choropleth maps, polygon shapes, customizing maps.

Unit IV: DATA VISUALIZATION WITH R

User defined fields: Using predefined fields, calculating percentages, applying if-then logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text, aggregate data.

Suggested Readings

1. Efraim Turban, Ramesh Sharda, Dursun Delen, “Decision Support and Business Intelligence Systems”, Pearson
2. Nandeshwar, A., Tableau Data Visualization Cookbook, Mumbai: PACKT / Shroff Publishers.
3. Iliinsky, N. & Steele, J., Designing Data Visualizations, Mumbai: O’Reilly / Shroff Publishers.
4. Milligan, N.J., Learning Tableau, Mumbai: PACKT / Shroff Publishers.
5. Jones, B., Communicating Data with Tableau, Mumbai: PACKT / Shroff Publishers.
6. Yau, N., Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics. John Wiley & Sons.

Course Outcomes

1. Apply visualization techniques for various data analysis tasks.
2. Presenting data through charts and maps.
3. Design information dashboard.
4. Demonstrate data visualization with R.

COs / POs & PSOs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
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CO 4:	3	3	3	3	2	2	1	1	3	3	3	3	2	3	3	3

Appendix – 1

Summer Internship Project Report GUIDELINES

Course Code	NBA 309
Course Title	Summer Internship Project Report
Number of Credits	6
Course Category	Skill Enhancement Course

All Students must carry out an independent **Summer Internship Project Report** in an area of their interest in Business Administration.

A proposal should be submitted immediately after completing the Final Exams of 2 year, semester fourth. The guidelines mention details.

Course Objective: The objective of this course is to enable the students:

- Demonstrate a mastery of skills learnt during their study in the Institute.
- Addresses current problems of Business/Company/NGO/Institute/interest in the real world
- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.
- Demonstrates writing skills.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester V.
- The student shall work under the guidance of a project supervisor (s) appointed by the HOD.
- The students should submit his research proposal to the Project supervisor at least two weeks before the final examination in semester V.
- The supervisor may ask for the presentation for a proposal to supervisor. He/She can also be given corrections, which student will work on and present to their supervisors for approval to continue with the project work.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the BBA coordinator, who will arrange for the final defence and VIVA VOCE. The marks obtained will be added to the proposal defence marks and compiled.
- The students should then submit two copies of the project report to the department 2 weeks before the final examination in semester V.
- If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem after proper literature review
- At the proposal level, the appointed supervisor MUST approve the project title.

3. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centred

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
- Explain key research concepts and issues
- Read, comprehend, and explain research articles in their academic discipline.
- Practically apply outcomes of previous research in present problems for decision-making.

**A Summer Internship Project Report
On**

TITLE PAGE OUTLINE (not paginated)
The title should be in upper case and Centered,
and the font size should be 14

For Example

**GREEN INITIATIVE'S IMPACT
ON CUSTOMER LOYALTY**

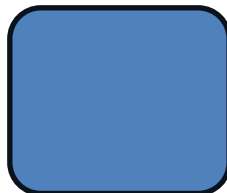
**Submitted in partial fulfilment for the requirement for the award of
BACHELOR OF BUSINESS ADMINISTRATION**

By:

**Student Name
(Roll No.)**

To

University logo



HARCOURT BUTLER TECHNICAL UNIVERSITY, KANPUR

Under the guidance of

**Supervisor Name
Designation**

Department of Management Studies

Month Year

COMPANY CERTIFICATE

Next page

DECLARATION

I hereby declare that the Summer Internship Project Report titled “.....” submitted by me to the Department of Management Studies, Harcourt Butler Technical University, Kanpur, is a Bonafide work undertaken by me and it is not submitted to any other University or Institution for the award of any degree diploma/certificate or publish any time before.

Name of student
(Roll No.)

Next page

Certificate

This is to certify that the Summer Internship Project Report title “.....” Submitted in partial fulfilment for the award of BBA Programme of Department of Management Studies, Harcourt Butler Technical University, Kanpur, was carried out by student name under my guidance.

Name of Faculty

Next Page

ACKNOWLEDGEMENT

Acknowledgement should be 150 words and follow the dedication beginning on a separate page.

An acknowledgement is an extension of appreciation for the contribution of others and assistance given during the entire research process. It recognises the person the writer is indebted to for guidance and help during the study.

Next Page

Executive Summary

An Executive Summary of the Summer internship project not exceeding three hundred (300) words and beginning on a new page. It should be a one-paragraph continuous prose, single-spaced and on one page only.

The Executive Summary should not be more than 3 pages properly paragraphed and should contain

- The purpose and objectives of the study
- Significance of the study
- Methodology used
- Findings
- Recommendations

Next page

TABLE OF CONTENTS

Sr. No.	Chapter Name	Page Number
1	INTRODUCTION	
	1.1 Background of the Study	
	1.2 Problem Statement	
	1.3 Objectives of Study	
	1.4 Significance of the Study	
	1.5 Scope of the Study	
	1.6 Organisation of the Study	
	1.7 Industry Profile 1.71 About the Industry 1.72 Global History of the Industry 1.73 Indian History of the Industry 1.74 Major players of the Industry 1.75 Recent trend of the Industry 1.76 Any other heading as per requirement	
	1.8 Company Profile	
2	LITERATURE REVIEW	
	2.1 Introduction – Overview of chapter contents 2.2 Theoretical Literature of the Problem. 2.3 Critical Review and Research Gap Identification	
3	METHODOLOGY	
	3.1 Introduction – Overview of chapter contents 3.2 Project Design	
4	RESEARCH FINDINGS AND DISCUSSION	
	4.1 Introduction – overview of chapter contents 4.2 Presentation of Findings.	
5	SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
	5.1 Introduction - overview of chapter contents 5.2 Summary of Findings 5.3 Conclusions 5.4 Recommendations.	
6	REFERENCES	
7	APPENDICES	
	Questionnaire	

Next Page

LIST OF TABLES

Sr. No.	Table Title	Page Number
1		

Next Page

LIST OF FIGURES

Sr. No.	Figure Title	Page Number
1		

(All tables and figures must have a number and heading and follow APA style)
Declaration to List of figures should be in centre 14 font size

MAIN DOCUMENT (Pagination of 1, 2, 3, 4, etc should begin in Chapter One)

2 CHAPTER ONE:

INTRODUCTION

(Chapter Title - center 14 font size)

1.1 Introduction – Overview of chapter contents

1.2 Background of the Study

1.3 Problem Statement

Should it be a paragraph, and should it clearly show what the problem is? What the research seeks to solve. Give authoritative sources/citations on what has been done and what is missing.

1.4 Objectives of Study

I clearly state the goal of the study.

1.4.1 Specific Objectives

- They should be SMART (Specific, Measurable, Achievable, Realistic and Timely)
- They should be within the scope.

It should focus on what you intend to do in the project. Objectives are usually headed by infinitive verbs such as:

- To identify
- To establish
- To determine
- To estimate
- To develop
- To compare
- To analyse

1.5 Significance of the Study

It should explain who benefits from the study and how.

1.6 Scope of the Study

It should include the concept, content, geographical, and time scope.

1.7 Industry Profile

1.71 About the Industry

1.72 Global History of the Industry

1.73 Indian History of the Industry

- 1.74 Major players of the Industry
 - 1.75 Recent trend of the Industry
 - 1.76 Any other heading as per requirement
- 1.8 Company Profile

2.0 CHAPTER TWO: **LITERATURE REVIEW**

(Chapter Title - centre 14 font size)

2.1 Introduction – Overview of chapter contents

2.2 Theoretical Literature of the Problem.

A theoretical framework consists of concepts, definitions, and existing theories/theories used for your study. It must demonstrate an understanding of theories and concepts relevant to the problem the project is solving.

2.3 Critical Review and Research Gap Identification

You should identify the unique innovation of your project. This should clearly show the gap you are filling in the project. Otherwise, your project will be seen as plagiarised.

3.0 CHAPTER THREE: **METHODOLOGY**

(Chapter Title - centre 14 font size)

3.1 Introduction – Overview of chapter contents

3.2 Project Design

This section should explain the details of the proposed project and how you will explore your research question.

Include questionnaire.

4.0 CHAPTER FOUR: **RESEARCH FINDINGS AND DISCUSSION**

(Chapter Title - center 14 font size)

4.1 Introduction – overview of chapter contents

4.2 Presentation of Findings. The findings should address each objective

Objective 1

Objective 2, etc.

Check to ensure all the objectives are addressed.

5.0 CHAPTER FIVE: **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

(Chapter Title - center 14 font size)

5.1 Introduction - overview of chapter contents

5.2 Summary of Findings

5.3 Conclusions

5.4 Recommendations.

6.0 **REFERENCES**

Use Reference – acknowledgement of works referred to or citations. American Psychological Association (APA) reference style should be used.

7.0 **APPENDICES**

A. Questionnaire

Appendix – 2

Research Project GUIDELINES

Course Code	NBA 308
Course Title	Research Project Report
Number of Credits	5
Course Category	Skill Enhancement Course

All Students must carry out an independent research project in an area of their interest in Business Administration.

A proposal should be submitted immediately after completing the semester five. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the HOD.
- The students should submit his research proposal to the Project supervisor at least two weeks before the final examination in semester VI.
- The supervisor may ask for the presentation for a proposal to supervisor. He/She can also be given corrections, which student will work on and present to their supervisors for approval to continue with the project work.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the BBA coordinator, who will arrange for the final defence and VIVA VOCE. The marks obtained will be added to the proposal defence marks and compiled.
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2. Choosing a Project Title

- The project's title should be clear and specific to a real problem after proper literature review
- At the proposal level, the appointed supervisor MUST approve the project title.

3. Formatting Guidelines

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Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
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**A Research Report
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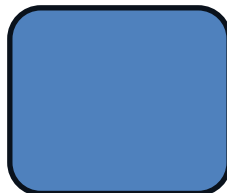
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**Student Name
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To

University logo



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Department of Management Studies

Month Year

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(Roll No.)

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An acknowledgement is an extension of appreciation for the contribution of others and assistance given during the entire research process. It recognises the person the writer is indebted to for guidance and help during the study.

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ABSTRACT

An abstract of the research project not exceeding three hundred (300) words and beginning on a new page. It should be a one-paragraph continuous prose, single-spaced and on one page only.

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- To compare
- To analyse

1.5 Significance of the Study

It should explain who benefits from the study and how.

1.6 Scope of the Study

It should include the concept, content, geographical, and time scope.

1.7 Organisation of the Study

Should include the structure of the study chapter by chapter

2.0 CHAPTER TWO: **LITERATURE REVIEW**

(Chapter Title - centre 14 font size)

2.1 Introduction – Overview of chapter contents

2.2 Theoretical Literature of the Problem.

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5.0 CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

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5.1 Introduction - overview of chapter contents

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5.4 Recommendations.

6.0 REFERENCES

Use Reference – acknowledgement of works referred to or citations. American Psychological Association (APA) reference style should be used.

7.0 APPENDICES

A. Questionnaire