SNDT Women's University, Mumbai

Bachelor of Business Administration

In Management Studies

(BBA)

As per NEP-2020

Syllabus

(2024-25)

Introduction :

Preamble (Brief Introduction to the programme)		BBA is a course in the management domain that imparts holistic education focused on skill-based practical and theoretical knowledge. The main aim of the course is to equip students with the theory and application of management principles in various manufacturing and service sectors. This course gives the students an insight into the working culture of the corporate sector and environment at the global level. The medium of instruction in the BBA Programme is English language.
Programme Specific Outcomes (PSOs)		After completing this programme, the Learner will
	1.	Develop an understanding of various managerial theories/concepts, principles, and practices.
	2.	Gain knowledge and skills to apply in their respective management profession in the corporate sector
	3.	Develop analytical skills to enhance research
	4.	Enhance leadership ability and teamwork skills that enable them to work effectively in a team
	5.	Acquire confidence, competency, and a risk-taking attitude
	6.	Pursue higher studies in diverse fields of Management such as Business Administration, Human Resource Management, Marketing, and Finance
	7.	Develop Entrepreneurship skills and ethical values for the betterment of society
	8.	Nurture human values in both personal and professional life
Eligibility Criteria for Programme		XII Std. from any stream offered by any recognized University or equivalent standard here is a list of some of the popular BBA entrance exams: CET BBA – CUET UG
Intake (For SNDT WU Departments and Conducted Colleges)		60
Fees		Rs. 1,25,000.00

Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
CC	Core Courses
AEC	Ability Enhancement Courses
MDE	Multi-Disciplinary Elective course
VAC	Value added Courses
SEC	Skill Enhancement courses
DSE	Discipline Specific Elective
OE	Open Elective

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Semester-wise Structure and Curriculum for UG Course in BBA

SEMESTER - I									
S. No.	**Course Code**	**Course Title**	**L**	**T**	**P**	**Credit**	**Int.**	**Ext.**	**Total**
1.1	**10121711**	Principles of Management	3	1	0	4	50	50	100
1.2	**10121712**	Organization Behavior	3	1	0	4	50	50	100
1.3	**10121713**	Business Statistics	3	1	0	4	50	50	100
1.4	**10821701**	Business Communication Skills	1	1	0	2	50	0	50
1.5	**10821702**	Introduction to ICT	1	1	0	2	50	0	50
1.6	**11021701**	Indian Knowledge System^	2	0	0	2	50	0	50
1.7	**11121701**	Personality Development and Basics of Yoga	2	0	0	2	50	0	50
1.8	AEC	Additional Course - Indian or Foreign Language (1-1-0) [optional course]*	1	1	0	0*	0	0	0
					TOTAL	**20**	**350**	**150**	**500**

Note: ^Indian Knowledge System: Indian Culture and Civilization Indian Vision for Human Society Indian Science Indian Town Planning and Architecture Indian Mathematics and Astronomy Indian Aesthetics Indian Health, Wellness

*Indian Languages: Sanskrit/Hindi/All Regional languages Foreign Languages:
- Spanish/**German**/French/Korean/Mandarin

Semester I

Programme : BBA (NEP_ CBCS) Syllabus			w.e.f.-Year2024 –2025 – July
Semester - I	Type of Course	Course Title	
1.1	CC	Principles of Management	
Course Code	Credits	Evaluation	Marks
	04	IE: UE	50:50

Learning Outcomes:

➢ After completing the course, the students shall be able to

- **Module – I - LO1:** Summarize the concepts of Management & Evolution of Management, Thought and Demonstrate competence in the fundamentals of Management Understand and read English better
- **Module – 2 - LO2:** Summarize the concepts of understanding and applying the Planning Process. Decision-making Process and Organization
- **Module 3 - LO3 -** Understand the concept of Motivation & Leadership. Understand the various approaches and styles of Leadership.
- **Module 4 - LO4:** Develop the ability to use various controlling techniques

Module 1(Credit 1)

Management & Evolution of Management Thought: -

- The Definition of Management: Its nature and purpose Managerial functions at different organizational levels, Managing Science or art, the functions of Managers Evolution of Management thought – Management thought in antiquity, Fredrick Taylor and Scientific Mgt., Sources of Taylor and their contribution, Contribution of Fayol, the emergence of Human Relations school.

Module 2(Credit 1)

Planning Process. Decision-making Process and Organization : -

- The nature of planning – Types of plan, purpose or mission, objectives – a hierarchy of objectives, key Result Areas the process of setting objectives. The nature and purpose of strategies and policies.
- Steps in planning – Being aware of opportunities, developing premises, Decision making – Decision-Making Process, Types
- Formal and informal organization, Process of Organizing, Organization structure – Formal vs. informal Organization, Authority - delegation of functional authority, the nature of decentralization, the determinants of decentralization, the difference between delegation and Decentralization, and advantages of delegation.

Module 3(Credit 1)

Leadership: -

- Leadership: Defining leadership, ingredients of leadership, Trait approach to leadership, Behavioral approach to leadership, and different styles of leadership.

Module 4(Credit 1)

Controlling techniques.

- The basic control process – feedforward control and feedback control, requirements for effective controls – tailoring controls to individual managers and plans, ensuring flexibility of controls, fitting the control system to the organization culture, control techniques - the Budget, traditionally non–budgetary control devices.

✓ The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE

a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

References

I. Books

1) Stephen P. Robbins, Mary. C &Agna. F. (2019) Management (14th edition). Pearson Education.
2) Stephen P. Robbins, Timothy. A. Judge &Niharika Vohra. (2018)
3) Organizational Behaviour (18th edition). Pearson Education.
4) Basu, C. R. (2017) Business Organization and Management. New Delhi: Tata McGraw Hill Education.
5) GuptaC.B.(2017)Management Theory and Practice. New Delhi: Sultan Chand and Sons.
6) Chandan J. S. (2014) Management: Concept and Strategies (2ndedition). Mumbai: Vikas Publishing House.
7) Prasad, Lallan and Gulshan S.S. (2011) Management Principles and Practices. New Delhi: Sultan Chand and Co Ltd.
8) B Francis Cherunilam. (2011) Business Environment and Policy - A book on strategic management and corporate Planning. Mumbai: Himalaya Publishing House.
9) K. Aswathapa. (2011) Essentials of Business Administration. Mumbai: Himalaya Publishing House.

II. Journals

International Journals:

1. Academy of Management Journal (AMJ)
2. Journal of Management Studies (JMS)
3. Strategic Management Journal (SMJ)
4. Organization Science
5. Journal of International Business Studies (JIBS)

National Journals

1. Harvard Business Review (HBR
2. Journal of Business Venturing (JBV)
3. Journal of Management (JOM).
4. Journal of Management Studies (JMS)
5. Indian Journal of Management (IJM)

III. Website

1. **Alison's Learning Paths** (https://alison.com/)
2. **Academic Earth** (https://academicearth.org/)
3. **Udemy** (udemy.com)
4. **https://www.cipd.org/asia**

IV. Mooc

Swayam

Principles of Management - https://onlinecourses.swayam2.ac.in/ini24_mg01/preview

Business Organisation and Management -

https://onlinecourses.swayam2.ac.in/nou24_mg10/preview

Udemy

Management principles - https://www.udemy.com/course/principles-of-management/

. **1.2. Organizational Behaviour - Core Courses (CC)**

Course Title	**Organizational Behaviour**
Course Credits	**4**
Course Outcomes	By taking this course, learners will be able to
	1. Describe, analyze, and evaluate individual and group behaviour.
	2. Understand the organization's culture and its impact on individuals and groups.
	3. Analyze the systems impacting the behaviour of employees in the organizational settings in the current businesses.
	4. Acquire the knowledge and relevant skills for understanding and modifying human behavior with human-centric values and attitudes.
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. Define organizational behavior (OB) and list the major Challenges and opportunities for managers to use OB concepts.
	2. Describe key biographical characteristics (Age, Gender, Marital status, Tenure) and abilities (Intellectual & physical).
	3. Explain how behaviors are learned and summarize the main Learning theories.
	4. Understand the role of Personality, Perception and Emotions.
	5. Identify how attitude and values influence individual Decision making.
	6. State the relationship between Job satisfaction and employee performance.
Content Outline	**Introduction to organizational behavior and Individual behavior** • Introduction-Understanding Organizational Behavior, Concept, Challenges and Opportunities of Organizational Behavior- Basic Model of Organizational Behavior • Individual Behavior- Biographical characteristics, Ability, Learning, Personality and emotions, Perception, Individual decision-making, attitude and values, Job satisfaction and employee performance
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. Outline the motivation process and summarize the Conclusions of various motivation theories.
	2. Describe how the motivation concept can be applied to improve employee performance and satisfaction.
	3. Compare the two models of group development.

	4. Differentiate between formal and informal groups.
	5. Identify the key factors in explaining group behavior.
	6. List the strengths and weaknesses of group decision Making.
	7. Identify the issues and suggest ways to manage the teams effectively.
Content Outline	**Group behavior and application of the Motivation concept** • Basic motivation concepts and their application- MBO, employee recognition program, employee involvement program, variable pay program, Special issues in motivation • Foundations of Group Behavior: Nature and Types of Groups; Stages of Group Development; Group member resources, Group Structure; Group Tasks and Processes; Communication in Groups. Group decision making, Work Teams- Teams vs. Groups, creating effective teams, issues in managing teams.
Module 3(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. List common barriers to effective communication and ways to mitigate them.
	2. Define conflict and differentiate between various views of conflict.
	3. Outline conflict process and conflict handling intentions.
	4. Describe various conflict management techniques and conflict stimulation techniques.
	5. Identify steps in the negotiation process and issues in negotiation.
	6. Summarize how leaders can build trust and be effective in managing employee behavior.
	7. Describe the ways to gain power and How power and politics impact employee behavior.
Content Outline	**Conflict management and application of leadership concept** • Communication, Conflict, Negotiations and Intergroup Behavior: Sources of Conflict, Classification of Conflict, Conflict Process; Negotiations – Process & Issues; Intergroup Relations. • Leadership –applying theories, Leadership styles, and effectiveness. Trust and leadership, Power and Politics: Definition and Bases of Power; Power tactics, Organizational Politics; Ethics and Ethical Behavior in Organization.
Module 4(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. Identify six key elements that define the organization Structure.

	2. Differentiate between structures and designs and various Organizational designs that can be adopted and their behavioral implications.
	3. Explain how cultures are built, sustained, and modified.
	4. Identify functional and dysfunctional effects of culture on people and organizations.
	5. Describe forces that stimulate the change process and Summarize the sources of individual and organizational resistance to change.
	6. Describe innovative and learning organizations.
	7. Describe sources of stress and list stress management Techniques.
Content Outline	**Organization Structure Impact and Organizational Change** • Organization Structure, Common organizational designs, and new options, why structures differ. Organizational Culture, creating and sustaining culture, how employees learn culture • Organizational Change - Forces for Change; the Change Process; What can be changed, Resistance to change, Managing organizational change, Current change issues, Work stress, and stress management.
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

References

I Books:

1) Robbins Stephen, Timothy A. Judge: Essentials of Organizational Behavior, Pearson, 2019
2) K. Aswath Appa: Organizational Behavior, Himalaya Publishing house 2018
3) John W. Newstrom: Organizational Behavior: Human Behavior at Work, 14th Edition 2019
4) Dr. Christopher P. Neck, Jeffery D. Houghton, and Emma L. Murray: Organizational Behavior: A Skill-Building Approach, Sage Publications 2018
5) Edwin A. Locke: The Principles of Organizational Behavior, Blackwell Handbooks, 2018
6) Nelson, Debra L, and James C: Organizational Behavior, Cengage Learning India Pvt. Ltd.,2010
7) PareekUdai: Understanding Organizational Behavior, Oxford University Press, 2010

II Journals:

- Organizational Behavior and Human Decision processes
- Journal of Organizational Behavior
- Journal of Human Values
- International Studies of Management & Organization

III Websites:

- http://papers.ssrn.com
- http://www.nwlink.com/~donclark/leader/leadob.html

IV Mooc

Swayam
Advanced Topics in Organizational Behaviour -
https://onlinecourses.swayam2.ac.in/imb24_mg105/preview

Udemy
Organizational Behaviour - https://www.udemy.com/course/organisational-behavior/

1.3 Business Statistics - Core Courses (CC)

Course Title	**Business Statistics**
Course Credits	**4**
Course Outcomes	By learning this course, learners will be able to
	Learn the basic statistical business tools.
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Gain insights on descriptive statistics.
Content Outline	**Descriptive statistics for univariate data** • Introduction to Statistics: Preparation of frequency distributions including graphic presentation. **Measures of Central Tendency** • Mathematical Averages: Arithmetic means, Geometric mean, Properties & Applications. **Positional Averages** • Mode & Median & other partition values - Quartiles, Deciles & Percentiles (including graphic determination). **Measures of Variation** • Absolute, Measures, Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance.
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Know about the forecasting techniques.
Content Outline	**Forecasting Techniques Covariance & Correlation** • Meaning, Correlation using scatter diagram. Karl Pearson's co-efficient of correlation: Calculation & Properties, Rank Correlation. **Regression Analysis** • Linear regression defined. Regression defined. Regression equations & estimation. **Components of Time Series:** Additive & Multiplicative models **Trend Analysis** • Finding Trend by moving average methods, Fitting of Linear quadratic trend principle of least squares.

<table>
<tr><td colspan="2">Module 3(Credit 1)</td></tr>
<tr><td rowspan="2">Learning Outcomes</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>Gain insights about Index numbers and its type.</td></tr>
<tr><td>Content Outline</td><td>Index Numbers
Meaning & Uses of Index Numbers
Simple & weighted Index. No., Construction of Index No., Fixed & Chain base; Paashe’s Laspeyre’s Kelly’s & Fishers Index No., tests of adequacy of Index No.
Construction of consumer price indices. Deflating, Splicing, Quantity & Value Index Nos. Shifting of base year, conversion of a chain based to fixed base & vice-a- versa, Cost of living Index Nos. inflation concept of Industrial Production Indices.</td></tr>
<tr><td colspan="2">Module 4(Credit 1)</td></tr>
<tr><td rowspan="2">Learning Outcomes</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>Understand the concept of probability and its applications in Business.</td></tr>
<tr><td>Content Outline</td><td>Probability, Probability Distribution & Its Applications
Probability: Probability as a concept, Addition & Multiplication Laws of probability (statement & concept only), Conditional Probability, Bayer’s Theorem
Random Variables: Random variable, Expectation &
variance, Probability Distributions; Binomial & Normal Distribution
Moments, Skewness and Kurtosis</td></tr>
<tr><td>The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE</td><td>a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project</td></tr>
</table>

References

I Books :

1) S. P. Gupta, Statistical Methods, Sultan Chand & Sons, 2011
2) Mathematics & Statistics, Ajay Goel & AlkaGoel, Taxman Allied Services (P) Ltd.
3) Fundamentals of Mathematics & Statistics, S P Gupta & V K Kapoor, S. Chand.
4) Statistical Methods, S P Gupta
5) Business Statistics, Deshpande & Vaidya
6) Business Statistics, Kumbhajkar

II Journal:

1. Journal of Business and Economic Statistics (JBES)
2. Journal of Applied Statistics
3. Statistical Methods & Applications
4. Journal of Business & Economic Statistics (JBES)
5. Computational Statistics & Data Analysis
6. Journal of Statistical Computation and Simulation

III Website:

1. Statista - https://www.statista.com/
2. Federal Reserve Economic Data (FRED) - **https://fred.stlouisfed.org/**

IV Mooc:

Swayam

Business statistics - https://onlinecourses.swayam2.ac.in/cec24_mg20/preview

Udemy

Statistics for Business Analytics and Data Science A-Z™ - https://www.udemy.com/course/data-statistics/

1.4 Business Communication Skills - Ability Enhancement Courses - (AEC)

Course Title	**Business Communication Skills & Personality Development**
Course Credits	**2**
Course Outcomes	By taking this course, learners will be able to
	Understand business communication theory and techniques.
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Understand the concept of communication.
Content Outline	**Introduction to Communication** • The concept of communication; definitions of communication; process of effective communication; significance of feedback; attributes of communication importance in the corporate world. **Methods of Verbal Communication** • Nature &definition of verbal communication; oral communication- definition, advantages & disadvantages; written communication- definition, features, advantages & disadvantages in the business world. Tips for making verbal Communication is effective.
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Acquaint with the knowledge and importance of Business English.
Content Outline	**Business English** • Introduction & Importance of English in business, Commercial English, Features of Commercial English, English for Business.
Topics Prescribed for workshop/lab	Group Discussion Mock Interview Interview Public Speech Conflict Situation Decision-making in a group Written Communication
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

References

I Books:

1) Basic Course for Spoken English, Dr. S.L. Kudchedkar, an SNDT Publication
2) Writing Skills, Dr. Aayesha Banatwala, An SNDT Publication
3) Strengthen Your English, Narayanswami, Orient Longman Publication

4) Business Communication, Rai and Rai, Himalaya Publication 2006.
5) Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.

6) Media and Communication Management - C. S. Rayudu - Himalaya Publishing House,Bombay.
7) Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
8) Business Communication (Principles, Methods and Techniques) Nirmal Singh – Deep & Deep Publications Pvt. Ltd., New Delhi.
9) Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan – Tata

II Journal:

1. Journal of Business Communication
2. International Journal of Business Communication (IJBC)
3. Journal of Applied Communication Research
4. International Journal of Business Communication and Technology
5. Business and Professional Communication Quarterly
6. Journal of Personality and Social Psychology
7. Personality and Individual Differences
8. Journal of Business and Psychology
9. Communication Research

III Website:

1. Alison's Learning Paths (https://alison.com/)
2. Academic Earth (https://academicearth.org/)
3. Udemy (udemy.com)
4. https://www.cipd.org/asia

IV Mooc:

Swayam

Business Communication Skills & Personality Development - https://onlinecourses.nptel.ac.in/noc24_mg107/preview

Business Organisation and Management

https://onlinecourses.swayam2.ac.in/nou24_mg10/preview

Udemy

Business Communication Skills & Personality Development - https://www.udemy.com/course/personality-development-and-communication-skills/

https://www.udemy.com/course/behaviour-in-business/

1.5 Introduction to Information and Communication Technology - Ability Enhancement Courses (AEC)

Course Title	**Introduction to Information and Communication Technology**
Course Credits	**2**
Course Outcomes	By taking this course, learners will be able to
	1. Apply information technology principles to real-world problems.
	2. Have the skills to work effectively within an organization.
	3. Understand ethical, professional, and social issues related to the practice of their profession.
	4. Engage in continuous learning.
	5. Differentiate various programming paradigms.
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Acquaint the knowledge of Information Technology.
Content Outline	**Introduction to Information Technology** • Decision making in MIS – Overviews of System, analysis & design system development life cycle. • Concepts & model – requirement and recognition, structured & unstructured decision. • Information requirements for decision-making strategies under different conditions, synonymous decision-making Models, the foundation of information system.
Learning Outcomes	After learning the module, learners will be able to
	Understand the concept of system design and its implementation.
Content Outline	**System design & implementation** • System design & implementation – Overview of logical of input, output & control process & interface design, database design, implementation of MIS projects. • Data Base Management – Management corporate data, data resources, data independence, consistency, security & integrity • Data base models – helical, rational. Advantages & Disadvantages of DBMS.

Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Know about MS Word/Excel, data communication, EDI, and E-Commerce in detail.

Content Outline	**Introduction to MS Word, Data Communication, EDI (Electronic Data Interchange)** • Introduction to MS Word. Creation of Simple documents, editing text working with table and graphics. Formatting documents, use of tools like spell-check, hyphenation, mail-merge, and printing of documents, envelopes, and labels. • Introduction of MS Excel, meaning of workbook opening of Excel sheet and workbooks. Formulating and printing Workbooks/sheets. Formulas and functions, graphs and charts. • Introduction to PowerPoint. • Data Communication, EDI (Electronic Data Interchange). Networking concepts, LAN, WAN Components of LAN, WAN. Network topologies, difference between internets, intranet, extranet. • Introduction of E.Com. – Introduction, concept, recent trends, business reengineering process, electronic funds Transfer, legal security issues of e-commerce.
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

Reference

I Books:

1) Ramesh Bahel Information Technology for Managers Tata Macgraw Hill
2) Pradeep K. Sinha Computer Fundamentals BPB Publications
3) K. Saini, Pradeep Kumar Computer Application in Management Anmol Publications
4) HenryC. Lucas Information Technology for Management McGraw-Hill/Irwin , 2009
5) David T. Bourgeois Information Systems for Business and Beyond Saylor Foundation , 2014
6) C.S.V. Murthy E-Commerce Himalaya Publishing House

II Websites:

https://www.webopedia.com/ 2
http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf

III Journal:

- Journal of Management Information Systems (JMIS)
- Information Systems Research (ISR)
- Journal of Information Technology (JIT)
- IEEE Transactions on Information Technology in Biomedicine
- Journal of Computer-Mediated Communication (JCMC)

IV Mooc:

Swayam

Introduction to Information and Communication Technology - https://onlinecourses.swayam2.ac.in/nou24_cs11/preview

Udemy

Introduction to Business Information and Technology - https://www.udemy.com/course/learn-to-talk-tech/

1.6 Indian Knowledge System - Multi-Disciplinary Elective Course - (MDE)

Course Title	**Indian Knowledge System**
Course Credits	**2**
Course Outcomes	By taking this course, learners will be able to
	Learn the Indian Knowledge System
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Gain insights into Indian Knowledge System, Know about the Yoga and Ayurveda
Content Outline	• Introduction to the Vedas and Upaniṣads: General structure of the Vedic Literature, Gurukul System of Vedic times (Aṣrama Dharma), General Introduction of Upaniṣadic Literature, Philosophical Ideas and Ethics in Upaniṣads, Ṛta, Ṛna, Puruṣārtha, Varṇa Dharma, Brahman and Ātman, Mokṣa. • Introduction to Yoga and Ayurveda: Origin and Development of Patanjali Yoga, Ayurveda and its Relevance, Integrated Approach to Holistic Health Care.
Module 2 (Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Gain insights about
Content Outline	Indian Astronomy: Ancient records of the observation of the motion of celestial bodies in the Vedic corpus. Sun, Moon, Nakshatra & Graha. Astronomy as the science of determination of time, place and direction by observing the motion of the celestial bodies. The motion of the Sun and Moon. Motion of equinoxes and solstices. Elements of Indian calendar systems as followed in different regions of India. Important texts of Indian Astronomy. Basic ideas of the planetary model of Aryabhata and its revision by Nilakantha. Large corpus of inscriptions recording observation of eclipses. Astronomical instruments. How Indian astronomy continued to flourish in the 18/19th centuries. Astronomical endeavours of Jaisingh, Sankaravarman, Chandrasekhara Samanta.
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

References: -

1) Acarya, P.K. (1996) Indian Architecture, Munshiram Manaharlal publishers, New Delhi.
2) Bag, A.K (1979) Mathematics in Ancient and Medieval India, Chaukhamba Orientalia, New Delhi.

3) Banerjea, P. (1916) Public Administration in Ancient India , Macmillan, London.
4) Chatterjee, Satishchandra (2012) An introduction to Indian Philosophy, Rupa & Co. Calcutta.
5) Kapoor Kapil, Singh Avadhesh (2021) "Indian Knowledge Systems Vol- I & II," D.K. Print World Ltd., New Delhi.
6) Mahadevan, B. Bhat Vinayak Rajat, Nagendra Pavana R.N. (2022), "Introduction to Indian Knowledge System; Concepts and Applications", PHI Learning Private Ltd. Delhi.
7) Singh, Bal Ram, (2011) Indian Family System. The Concept, Practices and Current Relevance, D.K. Print World Ltd., New Delhi.
8) Subbarayappa, B.V. and Sarma, K.V. (1985) Indian Astronomy: A Source Book, Nehru Centre, Mumbai
9) Baladev Upadhyaya, Samskrta Śāstrom ka Itihās, Chowkhambha, Varanasi, 2010.

1.7 Personality Development and Basics of Yoga - Value-added Courses (VAC)

Course Title	**Personality Development and Basics of Yoga**
Course Credits	**2**
Course Outcomes	By taking this course, learners will be able to
	Gain insights about basic yoga.
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Know the history, philosophy, and asana of yoga.
Content Outline	**Introduction to Yoga** • Philosophy and History • Yoga Asana and Pranayama
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Understand about anatomy and physiology of yoga and Meditation. Acquaint with the knowledge of diet, nutrition and mental health.
Content Outline	Anatomy and Physiology for Yoga, Introduction to Meditation. Yogic Diet and Nutrition, Yoga Psychology and Mental Health.
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

Reference:

Books:

1) Nagendra H.R., Yoga – its basis and applications, SVYP, Bangalore
2) Sastry ASN, Let Go, Yoga Bharati, Bangalore.
3) Lokeswaranand S, Taittiriya Upanishad, R.K. Publications, Bangalore

1.8 GERMAN LANGUAGE - Skill Enhancement Courses (AEC)

Course Title	**GERMAN LANGUAGE**
Course Credits	**2**
Course Outcomes	By taking this course, learners will be able to
	1. A German language course typically covers various aspects of the language, including vocabulary, grammar, pronunciation, and cultural nuances.
	2. Develop the ability to understand spoken German across various accents and speeds, including lectures, interviews, and discussions.
Module 1(Credit 1)	
Learning Outcomes	By the end of a German language course, learners should ideally achieve a level of proficiency that enables them to communicate effectively in various real-life situations and contexts where German is spoken.
Content Outline	1. Greetings. 2. Introduction To Yourself. 3. Talk About Yourself And Others. 4. Numbers Up To 20. 5. W-Questions. 6. Countries And Languages.
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Communicate in simple and familiar contexts using common expressions and phrases.
Content Outline	1. Talking about hobbies. 2. To arrange a date. 3. Name days of the week. 4. Talk about work, careers, and working hours. 5. Number names from 20 onwards. 6. Talk about seasons.

PEDAGOGY

- ❖ Communicative Language Teaching (CLT):
- ❖ Task-Based Learning (TBL):
- ❖ Grammar-Translation Method:
- ❖ Total Physical Response (TPR):
- ❖ Audio-Lingual Method:
- ❖ Content-Based Instruction (CBI):

Text Book

✓ NETZWERK , Stefanie Dengler, Paul Rusch, Helen Schmitz, Tanja Sieber, Klett-Langenscheidt, München, published: Goyal Publisher and distributors Pvt. Ltd. 86, U.B. Jawahar Nagar, Delhi – 110007 (INDIA).

REFERENCE BOOKS :

1) Kursbuch.
2) Arbeitsbuch.
3) Deutsch als Fremdsprache.

-------------------------------- END OF SEMESTER – I ----------------------------

Bachelor of Business Administration

SEMESTER - II									
S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.	Total
2.1	**20121711**	Basics of Financial Accounting	3	1	0	4	50	50	100
2.2	**20121712**	Human Resources Management	3	1	0	4	50	50	100
2.3	**20121713**	Marketing Management	3	1	0	4	50	50	100
2.4	**20721701**	Basic of Artificial Intelligence & Tech. Application	2	0	0	2	50	0	50
2.5	**20421701**	Social Media Marketing & Critical Thinking	2	0	0	2	50	0	50
2.6	**21021701**	Indian Constitution	2	0	0	2	50	0	50
2.7	**20821701**	Cyber Security management	1	1	0	2	50	0	50
2.8	AEC	Additional Course	1	1	0	0*	50	0	50
					TOTAL	20	400	150	550

2.1 Basics of Financial Accounting - Core Courses (CC)

Course Title	**Basics of Financial Accounting**
Course Credits	**4**
Course Outcomes	By taking this course, learners will be able to
	1. Understand the basic accounting concepts
	2. Apply the rules of accounting in the accounting process
	3. Prepare Final Accounts
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Understand the accounting procedures, concepts, conventions and errors and to rectify them.
Content Outline	**Accounting Standards, Errors and Rectification** • Accounting Procedures • Accounting Concepts, Conventions, Principles • Accounting Standards issued by ICAI(Theory only) • Accounting Errors • Rectification of Errors
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Apply the basic rules of Accounting and prepare Journal, Ledger and Trial balance.
Content Outline	**Accounting Process I** • Rules of Debit/Credit • Types of accounts • Preparing Journal, Ledger and Trial Balance
Module 3(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Understand various accounting concepts.
Content Outline	**Accounting Process II** • Books of Accounts leading to the preparation of Trial Balance. • Capital and revenue expenditures, Capital and revenue receipts, Contingent assets and contingent liabilities, Fundamental errors and rectification. (Theory, project work, and problems)
Module 4(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Prepare Final Accounts
Content Outline	**Manufacturing Final Accounts** • Meaning of Manufacturing Accounts. • Components of Manufacturing Account. • Practical Problems including Trading A/c, Profit and Loss A/c, and Balance Sheet.

The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

References

I Books:

1) Sekar G. And Saravana B. (2019), Students' Reference on Accounting Standards, C. Sitaraman and Co Pvt. Ltd, New Delhi.
2) Accounting Standards (2019), ICAI, New Delhi.
3) Gupta R.L.(2019), Advanced Accountancy, S. Chand & Co., New Delhi.
4) Shukla and Grewal (2019), Advanced Accountancy, S. Chand & Co., New Delhi.

II Journal:

- The Accounting Review
- Journal of Accounting Research (JAR)
- Journal of Accounting and Economics (JAE)
- Accounting, Organizations and Society (AOS)
- Contemporary Accounting Research (CAR)
- Review of Accounting Studies (RAST)
- European Accounting Review (EAR)

III Website:

www.aicpa.org

www.imanet.org

www.cimaglobal.com

www.accountingtools.com

www.investopedia.com/accounting

IV Mooc:

Swayam

Financial Accounting - https://onlinecourses.swayam2.ac.in/nou24_cm13/preview

Udemy

Accounting: From Beginner to Advanced - https://www.udemy.com/course/accounting101/

2.2 Human Resources Management - Core Courses (CC)

Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Learn the importance of HRM functions in the business.
Content Outline	**Introduction to Human Resource Management (HRM)** • Natural and scope of HRM - Meaning, function, objective, scope, internal & external HRD in India. • Human Resource Planning of Development – Meaning, Factors affecting HRP Planning Process.
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. Gain knowledge about the various sources and methods of Recruitment and Selection.
	2. Understand the concept of Performance Appraisal.
Content Outline	**Manpower Planning And Recruitment and Selection** • Job Analysis and Job design requirements, selection placement training & development. • Compensation – Performance Appraisal, Job evaluation, remuneration, incentive payments, employed benefits, and specious.
Module 3(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	• Develop the skills to analyze a firm's HRM system evaluate its strengths and weaknesses and propose changes to improve.
Content Outline	Motivating employees-Motivation Theories and application, motivational strategies-incentive schemes, rewards, job rotation, enlargement, enrichment, empowerment, QWL, Job satisfaction, morale, Participative management
Module 4(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Understand the method of learning and manpower training.
Content Outline	**Employee Welfare** • Employee Welfare – Welfare measure, safety, and health, promotion, transfer, grievances in India. • Industry relations and industrial disputes in India, their resolution, the role of trade unions, working participation in Management
a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project	

Reference

I Books:

1) Aswathappa Human Resource Management 2010 Tata McGraw Hill, New Delhi
2) Snell, Bohlander & Vohra Human Resources Management 2010 Cengage, New Delhi
3) Pravin Durai Human Resource Management 2010 ‘ Pearson, New Delhi
4) Alan Price Human Resource Management 2007 Cengage Learning, New Delhi
5) Garry Dessler & Varkkey Human Resource Management 2009 Pearson, New Delhi
6) Clarke Liz The Essence of Change 1997 Prentice Hall of India Pvt. Ltd

II Journals:

✓ https://www.coursera.org/specializations/human-resource-Management
✓ https://www.humanresourcesedu.org/what-is-human-resources

2.3 Marketing Management - Core Courses (CC)

Course Title	**Marketing Management**
Course Credits	**4**
Course Outcomes	By learning this course, learners will be able to
	1. Identify core concepts of marketing and the role of marketing in business and society.
	2. Explore appropriate measures to operate effectively in local and global settings.
	3. Develop marketing strategies based on product, price, place and promotion objectives.
	4. Develop comprehensive understanding of marketing concepts, strategies, and practices, equipping them to make informed decisions and contribute effectively to marketing management in various industries.
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. Recognize the importance of marketing in modern business Environments and understand its role in delivering value to customers and organizations.
	2. Understand marketing as a process of creating, Communicating, and delivering value to customers and stakeholders.
	3. Explain the concepts of market segmentation, targeting, and positioning, and how they contribute to effective marketing strategies.
	4. Understand the marketing mix and its role in shaping marketing strategies.
Content Outline	**Importance and Scope of Marketing**; Fundamental marketing concepts; Change in marketing management in recent years; Understanding Marketing as Creating, Communicating, and Delivering Value **Identifying and Selecting Markets** • Consumer Markets and Buying Behavior; Business Markets and Buying Behavior; Market Segmentation, Targeting and Positioning; Concept of Marketing Mix; Marketing Research and Market Information
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1.Develop an understanding of product strategy and its role in meeting customer needs and organizational goals
	2. Understand the stages of the product life cycle and how they influence marketing strategies.
	3. Explain the new-product development process.

	4. Analyze different pricing strategies and their implications for profitability and market positioning.
Content Outline	**Designing Value** • Setting Product Strategy; Designing and Managing Services. • New-Product Development and Product Life-Cycle Strategies. • Pricing Considerations and Strategies.
Module 3(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. Explain the role of marketing channels in delivering products to customers and the challenges involved in managing them effectively
	2. Understand the concepts of Integrated Marketing Communications
Content Outline	**Delivering Value** • Designing and Managing Integrated Marketing Channels; Managing Retailing, Wholesaling, and Logistics. **Communicating Value** • Designing and Managing Integrated Marketing Communications; Advertising, Sales Promotion, and Public Relations; Personal Selling and Direct Marketing.
Module 4(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the various aspects of managing marketing efforts.
	2. Develop skills in strategic marketing planning and Understand the process of implementing Marketing strategies.
Content Outline	Managing the Marketing Effort Strategic Marketing Planning Marketing Implementation and Evaluation Competitive Dynamics.
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

References

I Books:

1) Dhruv Grewal, Michael Levy, Marketing, (7thed). New Delhi: McGraw Hill Education, 2021
2) Kotler, P., Keller. Marketing Management (16thed.). Pearson Education. 2022
3) Ferrell, Michael Hartline, Hochstein, Marketing Strategy, Text and Cases, (7thed), New Delhi: Cengage, 2023.
4) Saxena, R. Marketing Management (6thed). New Delhi: McGraw Hill Education, 2020

II Journals:

1. Journal of Marketing Research
2. Journal of the Academy of Marketing Science (JAMS)
3. Journal of Business Research

III Website:

- ✓ www.marketingprofs.com
- ✓ www.contentmarketinginstitute.com
- ✓ www.adweek.com
- ✓ www.marketingdive.com

IV Mooc:

Swayam

Introduction to marketing management - https://onlinecourses.swayam2.ac.in/cec24_mg25/preview

Udemy

https://www.udemy.com/course/marketing-strategy-masterclass/

2.4 Basic of Artificial Intelligence - Skill Enhancement courses (SEC)

Course Title	**Basic of Artificial Intelligence**	
Course Credits	**2**	
Course Outcomes	By taking this course, learners will be able to	
	1.	Understand the fundamental concepts and importance of AI techniques in problem-solving and knowledge representation.
	2.	Apply various search algorithms and heuristics techniques to solve complex problems efficiently.
	3.	Analyze and utilize predicate logic for representing and reasoning with knowledge.
	4.	Develop an understanding of natural language Processing and expert systems for real-world applications in various domains.
Module 1(Credit 1)		
Learning Outcomes	After learning the module, learners will be able to	
	1.	Recognize the importance of AI techniques in Problem-solving.
	2.	Understand different methods for knowledge Representation.
	3.	Apply state space search algorithms to various Problems.
Content Outline	**Introduction: AI Techniques** • Importance of AI, Representation of Knowledge, Knowledge Base Systems, State Space Search – Production, Systems – Problem Characteristics of 8-Queens, Traveling Salesman, Missionary & Cannibals, Crypt, Arithmetic, Monkey Banana Problem, Tower of Hanoi and Block World.	

Module 2(Credit 1)		
Learning Outcomes	After learning the module, learners will be able to	
	1.	Master heuristic search techniques for efficient problem-solving.
	2.	Apply predicate logic for precise representation and reasoning.
	3.	Utilize probabilistic reasoning for informed decision- making.
	4.	Employ fuzzy logic for handling uncertainty, including in natural language computation.

Content Outline	**Heuristics Search Techniques, Predicate & Logic** • Heuristics Search Techniques: Generate & test – Hill Climbing, Depth First Search, Breadth First Search, Best First Search, Problem reduction – Constraint satisfaction – Means-Ends Analysis., Game playing – Minmax & Alpha- Beta Cutoffs. • Predicate & Logic: Representing simple facts in Logic -
	Computable functions in predicates, resolution – unification – forward vs. backward reasoning., Probabilistic reasoning – Bayes's Theorem – Certainty Factors– Demphster–Shafer Theory – Fuzzy, Sets, Reasoning with Fuzzy Logic, Natural Language Computation with Fuzzy Logic.
Module 3(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand various structured knowledge Representation techniques such as associative networks and frames structures.
	2. Apply learning concepts including automata and genetic algorithms.
	3. Analyze linguistic principles and basic parsing techniques in natural language processing.
	4. Develop skills in natural language generation and system development.
Content Outline	**Structured Knowledge Representation, Natural Language Processing** • Structured Knowledge Representation: Associative Networks, Semantic Nets, Frames Structures, Conceptual, Dependencies & Scripts, Learning – Concept of Learning – Learning • Automata, Genetic Algorithm, Learning by induction. • Natural Language Processing: Overview of Linguistics, Grammar and Languages, basic Parsing techniques, semantic analysis, and representation structures. Natural Language Generation and Natural Language Systems.
Module 4(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand expert system architecture and its necessity in various domains.
	2. Acquire knowledge and validation techniques for expert systems.
	3. Analyze real-time search, perception, action, and vision in expert system design.

	4. Apply neural network learning algorithms such as Hopfield Networks and Backpropagation in practical applications.
Content Outline	**Expert Systems** • Architecture – Need and Justification of Expert Systems – Knowledge, acquisition and validation. Perception and Action, Real-time search, perception, action, vision, robot architecture, Learning in Neural Networks – Applications – Hopfield Networks, Backpropagation • Case Study: XCON, PROSPECTOR
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

References

I Books:

1) Introduction to AI and Expert Systems - Patterson.
2) Artificial Intelligence - Rich E and Knight K
3) Principles of Artificial Intelligence - Nilsson.
4) Artificial Intelligence – An Engineering Approach - Schalkoff R J
5) Introduction to Expert System - Peter Jackson
6) Artificial Intelligence - Janakiraman

II Journals:

Journal of Artificial Intelligence Research (JAIR)

IEEE Transactions on Neural Networks and Learning Systems

Journal of Machine Learning Research (JMLR)

III Website:

www.aaai.org

link.springer.com

www.mitpressjournals.org

ieeexplore.ieee.org

IV Mooc:

Swayam

Artificial Intelligence : Search Methods For Problem solving - https://onlinecourses.nptel.ac.in/noc24_cs88/preview

Udemy

Artificial Intelligence A-Z 2024: Build 7 AI + LLM & ChatGPT - https://www.udemy.com/course/artificial-intelligence-az/

2.5 Social Media Marketing - Multi-Disciplinary Elective course (MDE)

Course Title	**Social Media Marketing**
Course Credits	**2**
Course Outcomes	By learning this course, learners will be able to
	1. Contextualize marketing concepts in digital and social media marketing context.
	2. Gain insights into various aspects of digital marketing; marketing analytics from the perspective of creating customer engagement.
	3. Develop a digital marketing plan.
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Understand the evolution of digital marketing and acquire knowledge about various marketing types and strategies.
Content Outline	**Evolution of digital marketing** • The digital consumer & communities online-Digital marketing landscape, Search Engine Marketing, and Online Advertising; Building a campaign using Google AdWords - define the target audience, allocate budget, Analyzing the response and optimizing the campaign. • Customer engagement; Affiliate marketing & strategic partnerships; Email marketing, Content strategies - CRM & CX in digital marketing, Mobile Marketing.
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Gain insights about various aspects of Social Media, Know about social listening skills and various aspects of social Media.
Content Outline	• The Social Media Mix; Plotting Your Social Media Marketing Strategy; Social Bookmarks and Social News; Blogs, Podcasts, and V logs, Twitter, Facebook, LinkedIn, Other Social Media Marketing Sites. • Social listening; Integrating Digital and Social Media Strategies; Measuring the Results- Web Analytics-Social media analytics.

The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

Reference :

1. **Journals /Articles /Case Studies**
2. Swayam Course – Marketing
3. Swayam Course – HRM For non-HR people

1	Swayam Course - Marketing	https://onlinecourses.swayam2.ac.in/cec21_mg06/preview	Online http://jhr.uwpress.org/
2	Swayam Course – HRM For non-HR people	https://onlinecourses.swayam2.ac.in/cec20_mg20/preview	Online https://www.sciencedirect.com/journal/research-in-organizational-behavior

2.6 Indian Constitution

Value added Courses (VAC)

Course Title	**Indian Constitution**
Course Credits	**2**
Course Outcomes	The Constitution of India is not only a legal document but it also reflects social, political and that Indian perspectives constitution of the Indian Society. It reflects India's legacy of "diversity". It has been said reflects ideals of its freedom movement; however, few critics have argued that it does not truly incorporate our own ancient legal heritage and cultural values. No law can be "static" amendments and therefore the Constitution of India has also been amended more than one hundred times. These reflect political, social and economic developments since the year 1950.
Module 1(Credit 1)	
Learning Outcomes	The Indian judiciary and particularly the Supreme Court of India has played an historic role as the guardian of people. It has been protecting not only basic ideals of the Constitution but also strengthened the same through progressive interpretations of the text of the Constitution. The judicial activism of the Supreme Court made of India and its historic contributions has been recognized throughout the world and it gradually it "as one of the strongest court in the world"

Content Outline	Meaning of the Constitution law and constitutionalism, Historical perspective of the Constitution of India. Salient features and characteristics of the Constitution of India. Scheme of the fundamental rights. The scheme of the Fundamental Duties and its legal status, The Directive Principles of State Policy - Its importance and implementation, Parliamentary Form of Government in India - The constitution, powers and status of the President of India.
Module 2(Credit 1)	
Learning Outcomes	The Constitution of India is the supreme law of India. Parliament of India cannot make any law that violates the Fundamental Rights enumerated under the Part III of the Constitution. The Parliament of India has been empowered to amend the Constitution under Article 368, however, it cannot use this power to change the "basic structure" of the Constitution, which has been ruled and explained by the Supreme Court of India in its historical judgments. The Constitution of India reflects thinkers who have the idea of "Constitutionalism" - a modern and progressive concept historically developed by the "liberalism" - an ideology which has been recognized as one of the most popular political historic ideologies and result of historical struggles against arbitrary use of sovereign power by the state.
Content Outline	Local Self Government - Constitutional Scheme in India. Scheme of the Fundamental Right to Equality. Scheme of the Fundamental Right to certain Freedom under Article 19, Scope of the Right to Life and Personal Liberty under Article 21
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

References

1) **Books: Introduction to the Constitution of India**: A book by D.D. Basu that offers an in-depth analysis of the Constitution

2) **The Framing of India's Constitution in Six Volumes**: A set of six books on the process of framing the Constitution

Website https://legislative.gov.in/constitution-of-india/

2.7 Cyber Security Management - Value added Courses (VAC)

Course Title	**Cyber Security Management**
Course Credits	**2**
Course Outcomes	By learning this course, learners will be able to Gain knowledge about the basic Cyber Security.
Module 1(Credit 1)	

Learning Outcomes	After learning the module, learners will be able to
	Acquaint with the knowledge of Cyber Crime and legal aspects related to Cyber-crime.
Content Outline	**Cyber-crime and legal landscape around the world** • IT Act,2000 and its amendments. Limitations of IT Act, 2000. • Cyber-crime and punishments, Cyber Laws and Legal and ethical aspects related to new technologies- AI/ML, IoT, Block chain, Dark net and Social media, Cyber Laws of other countries • Case Studies.

Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Understand Cybercrimes targeting computer systems and mobiles.
Content Outline	**Cybercrimes targeting Computer systems and Mobile** • Data diddling attacks, spyware, logic bombs, DoS, DDoS, APTs, viruses, Trojans, ransom ware, data breaches., Online scams and frauds- email scams, Phishing, Vishing, Smishing, Online job fraud, Online sextortion, Debit/ credit card fraud, Online payment fraud, Cyberbullying, website defacement, Cybersquatting, Pharming, Cyber espionage
Module 3(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Learn about various cyber scams.
Content Outline	**Crypto jacking, Dark net- illegal trades, drug trafficking, human trafficking.** **Social Media Scams &Frauds** • Impersonation, identity theft, job scams, misinformation, fake news cybercrime against persons - cyber grooming, child pornography, cyber stalking., Social Engineering attacks, Cyber Police stations, Crime reporting procedure, Case studies.
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

Reference :

1) Nina Godbole and Sunit Belpure Cyber Security Understanding Cyber Crimes, Computer
2) Forensics and Legal Perspectives 2012 Wiley
3) Mark Stamp Information Security: Principles and Practice 2005 Kindle Edition - Amazon Books
4) V.K. Pachghare Cryptography and information Security 2003 PHI Learning Private Limited
5) Tony Campbell Practical Information Security Management 2016 Amazon Books

Website:

II www.edx.com, www.coursera.com MOOCs: Resource No. Website addres

2.8 Corporate Law - Ability Enhancement Courses : - (AEC)

Course Title	Corporate Law
Course Credits	**2**
Course Outcomes	By taking this course, learners will be able to
	Understand the process of formation of a company. Understand the powers of different authorities of corporate governance. Understand the Role, Relevance, and Significance of Capital Market. Understand the process of winding up a company
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	Understanding the formation process, Able to define stages of formation of a company, Understanding important documents and other statutory requirements in company formation
Content Outline	Formation of a company, Certificate of Incorporation, Memorandum and Articles of Association, Prospectus, Doctrine of Ultra Vires, Types of Companies, Directors: Appointment, Powers and Duties of Directors, Procedure of calling meeting, Types of Meetings
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to explain different types of mismanagement and the roles of regulatory authorities in its prevention
	Understanding the roles of different authorities, in preventing mismanagement
Content Outline	Audit Committee: Its Role, Prevention of Mismanagement, Insider Trading, Company Investigation, Securities and Exchange Board of India (SEBI): Constitution, Powers and Functions, Role & Powers of the Company Law Board, Role & Powers of Central Government

The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	a) Class Tests b) Presentations c) Assignments d) Case studies e) Field Assignments and f) Mini Project

Reference:

1) Rinita Das Avtar Singh's Company Law An Introduction 2016 Eastern Book Company
2) Dr Anil Kumar. Corporate Laws 2022 Taxmann.
3) GK Kapoor, AP Suri. Corporate Laws 2015 Taxmann.
4) Dr. Harleen kaur Corporate Law 2021 Kitab Mahal

Online Resources:

1) https://icmai.in/upload/Students/Syllabus2016/Final/Paper-13-Feb21.pdf 2
2) https://lawbhoomi.com/companies-act-notes-and-study-materials/

MOOCs:

https://onlinecourses.swayam2.ac.in/cec23_lw05/previe

------------------------------------ End of Semester II---------------------

SNDT Women’s University, Mumbai

Bachelor of Business Administration

In Management Studies

(BBA)

As per NEP-2020

Syllabus

(2024-25)

Introduction :

Preamble (Brief Introduction to the programme)		BBA is a course in the management domain that imparts holistic education focused on skill-based practical and theoretical knowledge. The main aim of the course is to equip students with the theory and application of management principles in various manufacturing and service sectors. This course gives the students an insight into the working culture of the corporate sector and environment at the global level. The medium of instruction in the BBA Programme is English language.
Programme Specific Outcomes (PSOs)		After completing this programme, the Learner will
	1.	Develop an understanding of various managerial theories/concepts, principles, and practices.
	2.	Gain knowledge and skills to apply in their respective management profession in the corporate sector
	3.	Develop analytical skills to enhance research
	4.	Enhance leadership ability and teamwork skills that enable them to work effectively in a team
	5.	Acquire confidence, competency, and a risk-taking attitude
	6.	Pursue higher studies in diverse fields of Management such as Business Administration, Human Resource Management, Marketing, and Finance
	7.	Develop Entrepreneurship skills and ethical values for the betterment of society
	8.	Nurture human values in both personal and professional life
Eligibility Criteria for Programme		XII Std. from any stream offered by any recognized University or equivalent standard here is a list of some of the popular BBA entrance exams: CET BBA – CUET UG
Intake (For SNDT WU Departments and Conducted Colleges)		60
Fees		Rs. 1,25,000.00

GENERAL COURSE STRUCTURE & THEME

A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

B. Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
CC	Core Courses
AEC	Ability Enhancement Courses
MDE	Multi-Disciplinary Elective course
VAC	Value Added Courses
SEC	Skill Enhancement courses
VSC	Vocational Skill Courses
DSE	Discipline Specific Elective
OEC	Open Elective Course

Course Name: Bachelor of Business Administration, Bachelor of Business Administration (Honours) and Bachelor of Business Administration (Honours with Research)

Course Level/Duration/System: Undergraduate / Three or Four years/6 or 8 Semesters with multiple entry and exit. The following option will be made available to the students joining Business Administration(BBA) Research Program:

a. One year: Under Graduate Certificate in Management Studies

b. Two years: Under Graduate Diploma in Management Studies

c. Three years: Bachelor of Management Studies (BBA)

d. Four years: Bachelor of Business Administration with Honours: BBA (Honours) and Bachelor of Business Administration Honours with Research: BBA (Honours with Research)

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

- BBA (Honours with Research): Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.
- For BBA (Honours): BBA Degree

Note: The students who are eligible for BBA (Honours with Research) shall have choice to pursue either BBA (Honours) or BBA (Honours with Research)

Bachelor of Business Administration **(BBA) – NEP**

Curriculum for UG Degree in BBA

SEMESTER WISE CREDIT DISTRIBUTION OF PROPOSED BBA [BBA (HONOURS) AND BBA (HONOURS WITH RESEARCH)] PROGRAM:

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value added Courses	Skill Enhancement courses	Vocation al skill Courses	Discipline Specific Elective	Total
I	12	6	2	2	-		-	22
II	12	4	2	2	2	-	-	22
III	12	-	2	2	4	2	-	22
IV	14	-	-	2	4	2	-	22
V	8	-	-	-	6		8	22
VI	8	-	-	-	6		8	22
BBA (Honours)								
VII	4		4		6		8	22
VIII	2				8		12	22
BBA (Honours with Research)								
VII	10				4		8	22
VIII					22			22

3 Years BBA Program	**Total Credits = 132**
4 Years BBA (Honours) and **BBA (Honours with Research)**	**Total Credits = 176**

Note: Students can take an extra credit course from their own department or from other department as per the Admitting Body / University norms.

Bachelor of Business Administration

SEMESTER - III									
Sr. No.	**Course Code**	**Course Title**	**L**	**T**	**P**	**Credit**	**Int.**	**Ext.**	**Total**
3.1	**30121711**	Cost and Management Accounting	3	1	0	4	50	50	100
3.2	**30121712**	Legal and Ethical issues in business	3	1	0	4	50	50	100
3.3	**30121713**	Business Economic	3	1	0	4	50	50	100
3.4	**30921701**	Indian Systems of Health and Wellness	1	1	0	2	50	0	50
3.5	**30721711**	Management Information System (MIS)	2		4	4	50	50	100
3.6	**31121701**	Yoga/Sports/Disaster Management	1	0	1	2	50	0	50
3.7	**31121702**	Presentation Skills	1	0	1	2	50	0	50
TOTAL						**22**	**350**	**200**	**550**

SEMESTER - IV									
Sr. No.	**Course Code**	**Course Title**	**L**	**T**	**P**	**Credit**	**Int.**	**Ext.**	**Total**
4.1	**40121701**	Entrepreneurship and Startup Ecosystem	1	1	0	2	50	0	50
4.2	**40121712**	Financial Management	3	1	0	4	50	50	100
4.3	**40121713**	Business Research methodology	3	1	0	4	50	50	100
4.4	**40121714**	Operations Management	3	1	0	4	50	50	100
4.5	**41121701** **41121701A**	* Business Environment and Public Policy OR *International Business	1		1	2	50	0	50
4.6	**40721701**	Enterprise System and platforms	0	1	2	2	50	0	50
4.7	**40721702**	Design Thinking and Innovation	1	1	0	2	50	0	50
4.8	**40721703**	Leadership Development	1	1	0	2	50	0	50
TOTAL						**22**	**400**	**150**	**550**

BBA - SEMESTER III

Course Title	**Cost and Management Accounting**
Course Code	**CC_301**
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) Understand Different Types of Cost
	2) Prepare Cost Sheet
	3) Analyze Financial Statements using different tools
	4) Evaluate Financial Performance
Module 1(Credit 1) Introduction to Cost Accounting & Cost Sheet	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the basic concepts and meaning of cost and cost accounting
	2) Explain the types and classification of cost used in decision making
	3) Prepare a simple cost sheet and interpret its components
	4) Prepare and analyse an estimated cost sheet based on available data
Content Outline	**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 and quotation. • Material cost- direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis. • Issue of materials to production- pricing methods-FIFO, LIFO and Average methods. Labor cost: direct and indirect labour cost-methods of payment of wages including

	incentive plans -Halsey and Rowan plans, Tailors Piece Rate method. ● Overheads: features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions.
Module 2(Credit 1) Budgets and Marginal Costing-Meaning	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand Concepts of PV Ratio, Contribution, Break Even point, Margin of safety Practical Applications of the concepts
Content Outline	● 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, ● Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between, Marginal costing and Absorption costing - Break Even Analysis-Meaning
Module 3 (Credit 1) Introduction to Management Accounting & Analysis & Interpretation of Financial Statements -I	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand Difference between Financial Accounting and Management Accounting 2) Understand Preparation of Vertical Profit and Loss Statement and Balance Sheet 3) Apply ratio analysis techniques to assess financial performance. 4) Use comparative and common-size statements for trend analysis and decision-making.
Content Outline	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, Leverage ratios and Turnover ratios.
Module 4(Credit 1) Analysis & Interpretation of Financial Statements -II	
Learning Outcomes	After learning the module, learners will be able to

	1) Understand analysis of financial statements through - Preparation of cash flow statements with adjustments. Comparative Statement, and Common Size Statements.
	2) Apply financial statement analysis techniques for decision-making.
Content Outline	**Cash flow statement and Management Reporting** • Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments. • Management Reporting – Meaning and Definitions of reports- Objectives and Purpose- Reports to top level management – Reports to lower-level management- Sample Reports **Tools of analysis of Financial Statements** • Trend analysis • Comparative Statement • Common Size Statement

External: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Presentation	Analyze financial statements of top listed companies using tools learned.
2	Practical Exercises & Problem-Solving	Hands-on calculations on cost sheets, marginal ance analysis.
3	Case Study Analysis	Engaging in discussions on real-life business cases related to cost and management accounting.
4	Project	Research-based projects on cost control strategies, budgeting, or financial decision-making.

References

1. M. Y. Khan and P. K. Khan (2008), Cost and Management Accountancy, TMH Publication ,4th edition
2. Choudhary and Chopde, (2012), Cost and Management Accountancy, Sheth Publisher, First edition
3. Ainapure (2024) Cost Accounting & Management Accounting, Manan Prakashan, First edition
4. C.A. Minakshi A. Rachchh and Gunwantrai A. Rachchh (2024) Cost and Management Accountancy, Pearson Publication, First edition.

5. Ashar Kalpesh (2022), Cost Accounting and Management Essentials You Always Wanted to Know, Vibrant Publisher, 5th Edition

Swayam: - cost accounting

https://onlinecourses.swayam2.ac.in/cec24_cm15/preview.

<table>
<tr><td>Course Title</td><td>Legal and Ethical issues in business</td></tr>
<tr><td>Course Code</td><td>CC_302</td></tr>
<tr><td>Course Credits</td><td>4</td></tr>
<tr><td rowspan="2">Course Outcomes</td><td>After going through the course, learners will be able to</td></tr>
<tr><td>1) Understand legal principles relating to contracts, companies, negotiable instruments etc.</td></tr>
<tr><td colspan="2">Module 1(Credit 1) Indian Contract Act, 1872.</td></tr>
<tr><td rowspan="2">Learning Outcomes</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>1) Understand Meaning of Contracts
2) Evaluate Legal Principles relating to contracts and breach of contract etc.</td></tr>
<tr><td>Content Outline</td><td>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.
● Product liability and consumer protection laws; Business torts; Employment law.</td></tr>
<tr><td colspan="2">Module 2(Credit 1) Company Law – Part I (Companies Act, 2013)</td></tr>
<tr><td rowspan="2">Learning Outcomes</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>1) The course will help students analyze ethical dilemmas in business decisions</td></tr>
<tr><td>Content Outline</td><td>Sales and Leasses
● Formation of Sales Contract: Contracts for Leasing Goods,
● Title and Risk of loss, Performance and remedies, Warranties and Product liability.
● Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course.
● Liability and discharge, Bank customer Relations/Electronic Fund Transfers.</td></tr>
</table>

Module 3(Credit 1) Company Law Part II(Companies Act, 2013)	
Learning Outcomes	After learning the module, learners will be able to:
	1) Understand legal principles relating to Companies
	2) Identify the role of directors, its powers and duties
	3) Understand Corporate Governance principles.
Content Outline	• Membership-Modes of Acquiring Membership & Cessation of Membership. • Rights of Members- Directors-DIN- Types of Directors. • Powers & Duties of Board • Corporate Governance-Meaning, Case Studies on Good Corporate Governance in India.
Module 4(Credit 1) Negotiable Instruments Act 1881 & Consumer Protection Act 2019..	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand legal principles relating to Bills of exchange, promissory notes, cheque.
	2) Understand legal principles relating to Consumer protection, understanding rights of consumers, consumers forums etc.
Content Outline	• **Negotiable Instruments Act, 1881.** o Meaning, Definition & Types - Bills of Exchange-Essentials/Characteristics - Promissory Note – Essentials/Characteristics o Cheque-Essentials/Characteristics - Types of Cheque o Crossing of Cheque-Its Types o Dishonour of Cheque-Reasons-Procedure for Dishonour of Cheque. • **Consumer Protection Act 2019** o Consumer-Meaning o Defect/Deficiency- Meaning o Rights of Consumers o Consumer Forums.

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Case-based legal analysis, business law applications.

2	Report	Individual reports on dishonor of cheques, consumer and legal remedies.
3	Case Study Analysis	Engagement in discussions on real-life business law cases.
4	Presentation	Presentations on key legal provisions and their applications.

References

1) "Business Ethics: A Stakeholder and Issues Management Approach" by O.C. Ferrell and John Fraedrich Publisher: Houghton Mifflin , Year: Various editions, latest being 2017 (8th edition)
2) The Power of Ethics: Making Decisions that Make a Difference" by Kenneth Blanchard and Norman
3) Vincent Peale, Publisher: HarperCollins, Year: 2004
4) "Business Ethics: Ethical Decision Making and Cases" by O.C. Ferrell, John Fraedrich, and Linda Ferrell Publisher: Cengage Learning, Year: Various editions, latest being 2020 (12th edition)
5) "The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron" by Bethany McLean
6) and Peter Elkind, Publisher: Penguin Books, Year: 2004
7) "Fast Company: How the Brilliant but Corrupt CEO Martin Shkreli Made Millions by Profiting from AIDS
8) Patients" is not found however "Bad Blood: Secrets and Lies in a Silicon Valley Startup" by John
9) Carreyrou, Publisher: Alfred A. Knopf, Year: 2018.

Swayam: Ethical issues in Buisness

https://onlinecourses.swayam2.ac.in/cec24_cm15/preview.

Course Title	**Business Economics**
Course Code	**CC_303**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the basic concepts such as opportunity cost principle, basic economic relations-functional relations
	2. Familiarized with nature of demand call under different markets
	3. know the concept of supply, production function and cost of production
	4. Study the different market structures
Module 1(Credit 1) Business Economics - basic tools in economic analysis	
Learning Outcomes *(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)*	After learning the module, learners will be able to
	1. Study the basic concepts of business economics
	2. Understand the demand function and its importance
Content Outline	• **Introduction:** Scope and Importance of Business Economics - basic tools in economic analysis - Opportunity Cost principle - The basics of market demand, market supply and equilibrium price. • **Demand Analysis**: Demand function and determinants of demand – Concept and Importance , types of elasticity of demand – Consumer's Surplus – Demand Forecasting: meaning and significance
Module 2(Credit 1) Production function	
Learning Outcomes *(Specific related to the module. e.g.Define, Differentiate, Carry out, Design, etc.)*	After learning the module, learners will be able to
	1. Study the production function with the help of law of variable proportion and returns to scale.
Content Outline	• **Production function**; Meaning , concept, Short Run and Long Run production function – Law of Variable Proportions – Iso-quants – Returns to Scale – Economies of Scale - Producer's Equilibrium
Module 3(Credit 1) Cost Concepts and Revenue Concepts	
Learning Outcomes	After learning the module, learners will be able to

<table>
<tr><td>(Specific related to the module.
e.g. Define, Differentiate, Carry out, Design, etc.)</td><td>1. Distinguish between different costs concepts such as accounting cost and economic costs, implicit and explicit cost etc.</td></tr>
<tr><td>Content Outline</td><td>• Cost Concepts: Social and Private costs, Economic and Accounting Costs, Fixed and Variable Costs, Opportunity Cost – Behavior of Cost Curves: Short Run and Long Run
• Revenue Concepts - Total Revenue, Average Revenue and Marginal Revenue - Break Even Analysis</td></tr>
<tr><td colspan="2">Module 4(Credit 1) Market Structure</td></tr>
<tr><td rowspan="2">Learning Outcomes

(Specific related to the module.
e.g. Define, Differentiate, Carry out, Design, etc. …)</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>1) Familiarize themselves with different market structures and study how to achieve equilibrium in different market structures.</td></tr>
<tr><td>Content Outline</td><td>• Market Structure -Features of perfect competition and monopoly - Short run and long run equilibrium of a firm and Industry under perfect competition and monopoly - Features of Monopolistic competition and oligopoly - price discrimination - Dumping</td></tr>
</table>

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Assignment -
2. Problem Solving -
3. Presentation -
4. Case Study -
5. Group Discussion -

References:

1. Ahuja. H. L(2011), Theory of Micro Economics Analysis, S. Chand, 14th Edition
2. Chatterjee, Johnson and Mascarenhas (2008) Managerial Economics , Manan Prakashan , Mumbai
3. Mithan. D. M (2008) Advanced Economic Theory, Himalaya Publications.
4. Swaminathan Saraswathy (2014) Introduction to Economics, Vipul Prakashan , Mumbai
5. Swaminathan Saraswathy (2013) Micro Economics , Vipul Prakashan , Mumbai

Swayam

https://onlinecourses.swayam2.ac.in/cec21_mg06/preview

Course Title	**Indian Systems of Health and Wellness**
Course Code	**MDE_304**
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1) To understand the importance of a healthy lifestyle 2) Explain the concept and nature of health, wellness and its various implications 3) Demonstrate adequate knowledge of well-being and promotion of healthy behavior.
• **Module 1 (Credit 1) Importance of health**	
Learning Outcomes	After learning the module, learners will be able to
	1) To familiarize students about physical and mental health
Content Outline	**Introduction to Health & Wellness** • Definition of Health • Importance of health in everyday life • Components of health – physical, social, mental, spiritual and its relevance • Concept of wellness • Mental health and wellness • Determinants of health behaviour • Health beliefs of India • Health systems in India – AYUSH. • Perspective of indigenous people towards health • Happiness and well-being in India
Module 2 (Credit 1) Mind Body and Well-Being	
Learning Outcomes	After learning the module, learners will be able to
	1) To create an awareness of various lifestyle related diseases. 2) To provide understanding of stress management.

Content Outline	Mind Body and Well-Being • Mind body connection in health – concept and relation • Implications of mind-body connection • Wellbeing – why it matters? • Digital wellbeing • Malnutrition, under nutrition and over nutrition • Body system and common diseases • Sedentary lifestyle and risk of disease • Modern lifestyle and associated health risks

Internal: 50 Marks :

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Assignments: To study Indian system with Health and wellness
- Practical Exercises & Problem-Solving: To understand all asanas and Pranayama.
- Case Study Analysis: Health and wellness of Indian populations.

References:

1. Dr. Ashvini Kumar Dwivedi*: Author of "Human Anatomy" (2023)
2. Aashish Chandorkar* and *Suraj Sudhir*: Authors of "Braving A Viral Storm: India's Covid-19 Vaccine Story" (2023)
3. Sajjan Singh Dev*: Author of "India's Vaccine Growth Story" (2023) [1]

Swayam

Indian system and Health wellness

https://onlinecourses.swayam2.ac.in/cec19_hs03/preview

Course Title	**Management Information System (MIS)**
Course Code	**SEC_305**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1) The course aims to provide students with comprehensive knowledge and practical skills in managing information systems (MIS). 2) Database management, information system applications, and project management using modern tools and methodologies. 3) Students will learn to analyze, design, and implement effective MIS solutions in various business contexts.
Module 1(Credit 1) MIS and Evolution of IT	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the basic concepts, types, dimensions, and components of MIS, 2) Understand how to evaluate the benefits and evolution of IT infrastructure in the digital firm era.
Content Outline	**Fundamentals concepts of MIS** • Basics concepts of MIS/ Types of MIS, • Dimension and components of MIS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, • Components of IT infrastructure, • New approaches for system building in the digital firm era
Module 2(Credit 1) DBMS and Data processing	
Learning Outcomes	After learning the module, learners will be able to
	1) Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams. 2) Understanding data models, data warehouses, and administration techniques.
Content Outline	**Data base management system** Objectives of data base approach- Characters of database Management systems. • Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)

Module 3(Credit 1) MIS applications	
Learning Outcomes	After learning the module, learners will be able to 1) Analyze various MIS applications, including DSS, GDSS, and knowledge management systems. 2) Develop e-commerce solutions by leveraging enterprise models, business process reengineering. Understand 3) Digital communication strategies.
Content Outline	**Information system applications** MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.
• **Module 4(Credit 1) Project management.**	
Learning Outcomes	After learning the module, learners will be able to 1) Evaluate project management objectives and methodologies, including agile practices such as SCRUM, 2) Undserstanf how to manage projects effectively to control risk factors and understand ethical, social, and political issues in the information era
Content Outline	**Managing Projects** • Objectives of project management. • Fundamentals of project management information systems with agile methodologies. • Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors. • Ethical, social, and political issues in the information era.

Internal: 50 Marks:

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Assignments: To study tool use in MIS: Practical Exercises & Problem-Solving, to use different software like SCRUM, DSD
- Case Study Analysis: Importance of Market Information system in organizational.

Reference.

1. Management Information Systems* by Hossein Bidgoli:11th Edition: Published by Cengage Learning in 2023
2. 10th Edition: Published by Cengage Learning in 2021
3. 9th Edition: Published by Cengage Learning in 2019
4. 6th Edition*: Published by Cengage Learning in 2016

5. Management Information System: Text and Cases by Waman S Jawadekar and Sanjiva Shankar Dubey: 6th Edition: Published in 2020

Swayam: MIS

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Course Title	Yoga
Course Code	**VAC_306**
Course Credits	**2**
Course Outcomes	After going through the course, learners will be able to
	1) Understand the philosophical foundations of yoga including its origin, history and relevance in modern life.
	2) Explore yoga's applications for mental and physical health.
	3) Develop practical skills in yoga asanas, pranayama, and meditation.
	4) Apply principles of yoga in daily life to enhance self – discipline and well-being.
	5) Promote a healthy and positive life style, contributing personal growth and social harmony.
Module 1 (Credit 1) Basics of Yoga	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the concepts, principles, and philosophy of yoga.
	2) Connect yoga practices to personal, academic, and professional life.
Content Outline	• **Introduction to Yoga:** History and philosophy of yoga Different types/styles of yoga • **Anatomy and Physiology:** Basic understanding of the body's systems(respiratory, digestive, immune, nervous, circulatory) as they relate to yoga • **Yoga Safety and Ethics:** Principles of safe practice Ethical considerations
Module 2 (Credit 1) Yoga for mental and physical health	
Learning Outcomes	After learning the module, learners will be able to
	1) Explore yoga's applications for mental and physical health.
	2) Develop practical skills in yoga asanas, pranayama, and meditation.

Content Outline	• **Basic Asanas (Postures):** Foundational yoga poses Alignment and modifications Suryanamaskar • **Pranayama (Breathwork):** Basic breathing techniques • **Meditation:** Introduction to meditation practices Mantras

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Benefits of Yoga, Importance of Pranayama, Role of yoga in mental health etc.
2	Viva	Oral questioning to check understanding of yogic concepts.
3	Practical	Asanas, Pranayama and Meditation techniques

External: There will be no external assessment for this course

References

1. Ghamande, Narayana (1905), *Yogasopana Purvachatushka*. Mumbai: Janardan Mahadev Gurjar, Niranayasagar Press.

2. Iyengar, B.K.S. (1966), *Light on Yoga*. New York: Schocken Books.

3. Mehta, Silva, Mira Mehta, and Shyam Mehta, (1990), *Yoga: The Iyengar Way*. London: Dorling Kindersley.

4. Trivedi, Ira (2015) *The 10-Minute Yoga Solution*. New Delhi: HarperCollins Publishers India.
5. Yogananda, Paramahansa, (1946) *Autobiography of a Yogi*. Los Angeles: Self-Realization Fellowship.

Course Title	**Sports**
Course Code	**VAC_306**
Course Credits	**2**
Course Outcomes	After going through the course, learners will be able to
	1) Understand fundamental concepts of sports and physical fitness.
	2) Analyze the importance of sports in personal and professional life.
	3) Demonstrate skills in selected sports activities.
	4) Apply the principles of sports management and organization.
	5) Develop teamwork, leadership, and strategic thinking through sports.
Module 1(Credit 1) Fundamentals of Sports and Physica l Fitness	
Learning Outcomes	After learning the module, learners will be able to
	1) Define key sports terminologies and concepts. 2) Differentiate between various types of sports and their significance. 3) Explain the physiological and psychological benefits of sports. 4) Identify different rules and regulations of selected sports. 5) Demonstrate basic techniques and skills in selected sports.
Content Outline	• Introduction to Sports and Physical Fitness, Importance of Sports in Daily Life • Classification of Sports (Individual, Team, Adventure, etc.) • Basic Rules and Regulations of Major Sports • Health and Safety Aspects in Sports • Fundamental Skills and Techniques in Sports
Module 2 (Credit 1) Practical Application in Sports & Event Management	
Learning Outcomes	After learning the module, learners will be able to
	1) Perform warm-up, stretching, and conditioning exercises. 2) Demonstrate basic techniques of selected sports (e.g., football, basketball, badminton, athletics, etc.). 3) Organize and manage small-scale sports events. 4) Understand the role of fitness training and injury prevention. 5) Apply strategies for officiating and coaching in sports.

• **Content Outline** (e.g.,Football, Basketball, Volleyball, Cricket, Athletics, Badminton, etc.)	• **Practical Training in Selected Sports** • **Fitness Drills** – Warm-up, Stretching, Strength Training, Cardio Exercises • **Event Management** – Planning and Conducting a Sports Event • **Introduction to Coaching and Officiating** – Basic Refereeing Skills • **Sports Injuries and Prevention Techniques, Use of Technology in Sports** (e.g., Video Analysis, Performance • Tracking)

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Fitness & Conditioning
2	Practical	Demonstration, Sports Event Organization
3	Case Study	Sports Management
4	Presentation	Sports and Physical Fitness

External: There will be no external assessment for this

course References Books:

1. Wesson, J. (Year). *Sports science: Principles and applications*. Publisher.
2. Wilson, R. (2018). *Sports management: Principles and applications*. Routledge; 5th edition
3. Medvedev, L. P. (2018). *Fundamentals of sports training*. FRIENDS PUBLICATIONS INDIA
4. Cox, R. (2011). *Sports psychology: Concepts and applications*, McGraw Hill Higher Education; 7th edition.

Course Title	**Disaster Management**
Course Code	**VAC_306**
Course Credits	**2**
Course Outcomes	After going through the course, learners will be able to
	1) Classify and analyze different types of disasters and their impact on society and the environment.
	2) Understand risk assessment methods and vulnerability factors affecting disaster-prone areas.
	3) Develop disaster preparedness strategies, including early warning systems and emergency response plans.
Module 1 (Credit 1) Introduction to Disaster Management	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the meaning, definition, and classification of disasters.
	2) Differentiate between natural and man-made disasters.
	3) Analyze the causes, effects, and real-world case studies of major disasters.
Content Outline	Definition, Meaning, and Concept of Disasters ● Classification: Natural vs. Man-Made Disasters Types of Disasters & Their Impact ● Natural Disasters: Floods, Cyclones, Earthquakes, Landslides ● Man-Made Disasters: Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters ● Accidents: Air, Sea, Rail & Road ● Structural Failures: Building & Bridge Collapses ● War & Terrorism Causes and Effects of Various Disasters Case Studies of Major Disasters in India and the World Phases of Disaster Management (Mitigation, Preparedness, Response, and Recovery)
Module 2 (Credit 1) Risk and Vulnerability Analysis & Disaster Preparedness	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the concepts of risk and vulnerability in disaster management.

	2) Analyze disaster-prone regions, vulnerability factors, and risk assessment.
	3) Understand disaster preparedness strategies and emergency response planning.
Content Outline	**1) Understanding Risk & Vulnerability** ● Risk: Concept, Types, and Analysis ● Vulnerability: Social, Economic, and Environmental Factors 2) **Risk Reduction Strategies** ● Importance of Disaster Risk Reduction (DRR) ● Strategic Planning for **Vulnerability Reduction** ● Community Participation in Risk Mitigation 3) **Concept & Nature of Disaster Preparedness** ● Disaster Preparedness Planning & Implementation ● Components of a Disaster Preparedness Plan 4) **Prediction, Early Warnings & Safety Measures** ● Monitoring & Forecasting Disasters ● Emergency Response Mechanisms

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Quiz/MCQs	Disaster management concepts
2	Presentation	Disaster Preparedness Strategies
3	Research	Role of Technology in Disaster Management
4	Report	Local Hazard
5	Case Study	Major Disaster

External: There will be no external assessment for this course

References

1. Alexander, D. (2018). *Natural disasters* (2nd ed.). Routledge.
2. Coppola, D. P. (2021). *Introduction to international disaster management* (4th ed.). Butterworth-Heinemann.
3. National Disaster Management Authority (NDMA). (2023). *Guidelines on disaster preparedness & mitigation*. Government of India.
4. Sinha, P. C. (2022). *Disaster management process, law & strategy*. Anmol Publications.
5. Wisner, B., Gaillard, J. C., & Kelman, I. (2022). *Handbook of hazards and disaster risk reduction*. Routledge.
6. United Nations Office for Disaster Risk Reduction (UNDRR). (2023). *Global assessment report on disaster risk reduction*. UNDRR.

Course Title	**Presentation Skills**
Course Code	**VAC_306**
Course Credits	**2**
Course Outcomes	After going through the course, learners will be able to
	1) Understand the principles of effective presentation design and delivery.
	2) Plan and organize content for professional and academic presentations.
	3) Use visual aids and technology to enhance presentations.
	4) Develop confidence and overcome stage fright.
	5) Adapt presentations to different audiences and environments.
Module 1(Credit 1) - Fundamentals of Presentation Skills	
Learning Outcomes *(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)*	After learning the module, learners will be able to
	1) Identify the components of a compelling presentation.
	2) Structure and organize a presentation effectively.
Content Outline	• Basics of Presentation Skills • Understanding Audience and Purpose • Structuring Presentations: Introduction, Body, Conclusion • Verbal and Non-verbal Communication Techniques • Overcoming Nervousness and Building Confidence
Module 2(Credit 1) - Presentation Techniques	
Learning Outcomes *(Specific related to the module. e.g.Define, Differentiate, Carry out, Design, etc.)*	After learning the module, learners will be able to
	1) Use technology and visuals effectively to support presentations.
	2) Handle audience interaction and respond to questions.
Content Outline	• Designing Visual Aids: Power Point, Canva, and Infographics • Public Speaking Skills and Managing Stage Presence • Using Technology for Virtual Presentations • Handling Q&A Sessions and Audience Engagement • Techniques for Evaluating and Improving Presentation Skills

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Individual Presentation: Deliver a 5-minute presentation on a chosen topic using visual aids.
2. Group Presentation: Collaborate to present a detailed proposal or project.
3. Peer Feedback Exercise: Evaluate a peer’s presentation and provide constructive feedback.

External: There will be no external assessment for this course

References

1. King Patrick (2024), How to Speak Effectively: A Guide to Engaging Conversations, Presentations, and Making an Impact on People Paperback, Penguin

2. Garr Reynolds (2011), Presentation Zen: Simple Ideas on Presentation Design and Delivery, New Riders; 2nd edition

3. Dale Carnegie (2020) The *Art of Public Speaking*, Prabhat Prakashan Pvt. Ltd.; First Edition

4. Nancy Duarte (2010), *Resonate: Present Visual Stories that Transform Audiences*, Wiley; 1st edition

SEMESTER – IV

SEMESTER - IV									
Sr. No.	**Course Code**	**Course Title**	**L**	**T**	**P**	**Credit**	**Int.**	**Ext.**	**Total**
1	**40121701**	Entrepreneurship and Startup Ecosystem	1	1	0	2	50	0	50
2	**40121712**	Financial Management	3	1	0	4	50	50	100
3	**40121713**	Business Research methodology	3	1	0	4	50	50	100
4	**40121714**	Operations Management	3	1	0	4	50	50	100
5	**41121701** **41121701 A**	* Business Environment and Public Policy OR *International Business	1		1	2	50	0	50
6	**40721701**	Women Empowerment	0	1	2	2	50	0	50
7	**40721702**	Design Thinking and Innovation	1	1	0	2	50	0	50
8	**40721703**	Leadership Development	1	1	0	2	50	0	50
TOTAL						**22**	**400**	**150**	**550**

Course Title	**Entrepreneurship and Startup Ecosystem**
Course Code	**VAC_401**
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) Understand basic building blocks of creating a venture 2) Be able to identify a business opportunity and translate it into a viable business model 3) Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents 4) Know the legacy of family business and key differentiations from entrepreneurship.
Module 1 (Credit 1) Entrepreneurship and its types	
Learning Outcomes	After learning the module, learners will be able to 1) Understand Entrepreneurship and its types 2) Understand that not all ideas can be turned into viable business models and guestimate business potential of an idea 3) Know different type of finances available and financing methods 4) Able to draft business plans on an identified idea.
Content Outline	**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. • **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

Module 2 (Credit 1) Business plans	
Learning Outcomes	After learning the module, learners will be able to 1) Know and able to draft business plans on an identified idea 2) Understand the nuances of operating a startup low budget marketing, stabilizing operations, build a team from scratch and scaling the business 3) Understand the nuances of operating a startup low budget marketing, stabilizing operations, build a team from scratch and scaling the business 4) Know what is a Family Business and how is it different from Entrepreneurship
Content Outline	**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 **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.

Internal: 50 Marks

- Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)
- Assignments: To understand Entrepreneurship management
- Practical Exercises & Problem-Solving: Start up in Indian Market
- Case Study Analysis: Sustainable Entrepreneurship in Indian Market.

Reference

1. Entrepreneurship: Theory, Process, Practice by Donald F. Kuratko (Cengage Learning, 2019)
2. Entrepreneurship and Small Business Management by Poornima M. Charantimath (Pearson Education, 2018)

3. Management of Technology and Innovation by Charles W.L. Hill and Melissa A. Schilling (McGraw-Hill Education, 2018)
4. Entrepreneurship by Robert D. Hisrich, Michael P. Peters, and Dean A. Shepherd (McGraw-Hill Education, 2020)
5. Small Business Management: Launching and Growing Entrepreneurial Ventures by Justin G. Longenecker, Carlos W. Moore, and J. William Petty (Cengage Learning, 2019)

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Enterpreneurship and Ecosystem : https://onlinecourses.nptel.ac.in/noc20_mg35/preview

Course Title	**Financial Management**
Course Code	**VAC_402**
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) Understand the fundamental principles and scope of financial management.
	2) Analyze different sources of finance and their impact on financial decision-making.
	3) Evaluate the cost of capital and its importance in corporate finance.
	4) Apply capital budgeting techniques for investment decision-making.
	5) Understand the significance of working capital management and its applications.
	6) Develop ethical financial decision-making skills.
Module 1(Credit 1) Introduction to Financial Management & Sources of Finance	
Learning Outcomes	After learning the module, learners will be able to
	1) Define financial management and its scope. 2) Differentiate between profit maximization and wealth maximization. 3) Identify and classify financial functions. 4) Analyze various sources of finance and their advantages & disadvantages.
Content Outline	• **Introduction to Financial Management** Meaning, Scope & Objectives Classification of Finance Functions Financial Goals: Profit Maximization vs. Wealth Maximization • **Sources of Finance** Equity Shares Preference Shares

	Debentures & Bonds Retained Earnings Venture Capital and Private Equity
Module 2(Credit 1) Cost of Capital & Financial Decision-Making	
Learning Outcomes	After learning the module, learners will be able to
	1) Define and explain the concept of cost of capital. 2) Differentiate between different types of capital costs. 3) Calculate cost of capital for different sources of finance. 4) Evaluate the impact of cost of capital on business decisions.
Content Outline	• **Cost of Capital** Meaning & Concept Importance of Cost of Capital Components of Cost of Capital Simple Problems on Cost of Capital Weighted Average Cost of Capital (WACC) • **Capital Structure and Financing Decisions** Meaning and Importance of Capital Structure Theories of Capital Structure (Overview) Leverage and its Impact on Decision-Making
Module 3(Credit 1) Capital Budgeting & Investment Decisions	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the concept of capital budgeting and its importance. 2) Differentiate between various capital budgeting methods. 3) Apply capital budgeting techniques for investment decision-making. 4) Analyze investment risks and returns.

Content Outline	• **Introduction & Importance** • **Methods of Capital Budgeting** Payback Method (theory & sums) Accounting Rate of Return (ARR) (theory) Net Present Value (NPV) (theory) Internal Rate of Return (IRR) (theory) Profitability Index (PI) (theory) • **Risk Analysis in Capital Budgeting (theory)**
Module 4(Credit 1) Working Capital Management & Ethical Practices in Finance	
Learning Outcomes	After learning the module, learners will be able to
	1) Define working capital and its importance. 2) Identify factors influencing working capital management. 3) Analyze working capital requirements using the operating cycle approach. 4) Apply ethical decision-making principles in financial 5) management.
Content Outline	• **Working Capital Management** Introduction & Importance Factors Affecting Working Capital Operating Cycle & Cash Flow Analysis Simple Problems on Working Capital Requirement • **Ethical Practices in Financial Management** Corporate Governance and Financial Ethics Fraud Prevention and Financial Transparency Ethical Issues in Financial Decision-Making

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Capital Budgeting & Investment Decisions
2	Presentation	Financial Decisions and Risk, Capital Structure of Indian Companies etc.

3	Project / Financial Report	Company balance sheet/profit & loss analysis, Budgeting for a startup/business idea, Ratio analysis (liquidity, solvency, profitability) etc
4	Quiz	Working Capital Management, Dividend Decisions, Ratio Analysis etc
5	Practical	Numerical Problem Solving

External: 50 Marks

References

1. Chandra, P. (2019). *Financial management: Theory and practice* (10th ed.). McGraw Hill India.

2. Ross, S. A., Westerfield, R. W., & Jaffe, J. (2018). *Corporate finance* (12th ed.). McGraw Hill.
3. Brigham, E. F., & Houston, J. F. (2019). *Fundamentals of financial management* (15th ed.). Cengage Learning.
4. Rustagi, R. P. (2019). *Financial management: Theory and practice* (13th ed.). Taxmann Publications.

Swayam :

Financial Management : https://onlinecourses.swayam2.ac.in/cec20_mg05/preview

Course Title	**Business Research Methodology**
Course Code	**VAC_403**
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) Understand the fundamental concepts and significance of business research.
	2) Formulate a research problem and develop hypotheses.
	3) Identify appropriate research designs and data collection methods.
	4) Analyze and interpret qualitative and quantitative data.
	5) Apply statistical tools and techniques for data analysis.
	6) Prepare a structured research report with ethical considerations.
Module 1(Credit 1) Introduction to Business Research	
Learning Outcomes	After learning the module, learners will be able to
	1) Define business research and its importance. 2) Differentiate between various types of research. 3) Identify research problems and formulate objectives. 4) Develop a research hypothesis and understand its significance.
Content Outline	**Introduction to Business Research** • Meaning, Nature, and Scope • Objectives and Importance of Research • Types of Research: Exploratory, Descriptive, and Causal Research **Research Problem & Hypothesis Formulation** • Identifying a Research Problem • Characteristics of a Good Research Problem • Formulating Hypotheses and Research Questions
Module 2(Credit 1) Research Design & Data Collection Methods	
Learning Outcomes	After learning the module, learners will be able to

	1) Explain the different types of research designs. 2) Identify appropriate sampling techniques for business research. 3) Differentiate between primary and secondary data sources. 4) Apply data collection methods for different research needs.
Content Outline	**Research Design** • Definition & Importance • Types of Research Designs (Experimental, Longitudinal, Cross-Sectional, etc.) **Sampling Techniques** • Probability vs. Non-Probability Sampling • Sample Size Determination **Data Collection Methods** • Primary Data Collection: Surveys, Interviews, Focus Groups, Observations • Secondary Data Sources: Internal & External Sources
Module 3(Credit 1) Data Processing & Analysis	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the process of data preparation and cleaning. 2) Apply basic and advanced statistical tools in research. 3) Interpret and analyze research data effectively. 4) Use software tools for data analysis (Excel, SPSS, etc.).
Content Outline	**Data Processing** • Data Editing, Coding, and Classification • Handling Missing Data and Outliers **Data Analysis Techniques** • Descriptive Statistics: Measures of Central Tendency & Dispersion • Inferential Statistics: Hypothesis Testing, Correlation & Regression Analysis • Factor Analysis, ANOVA, and Chi-Square Test (Introduction) **Use of Software in Research** • Introduction to Excel & SPSS for Data Analysis
Module 4(Credit 1) Research Report Writing & Ethical Considerations	
Learning Outcomes	After learning the module, learners will be able to

	1) Structure a research report effectively. 2) Follow referencing and citation styles. 3) Understand ethical concerns in research. 4) Present research findings in a clear and professional manner.
Content Outline	**Report Writing** • Components of a Research Report • Formatting, Referencing (APA, MLA, Harvard) • Plagiarism and Research Ethics **Presentation of Research Findings** • Preparing Research Papers and Articles • Effective Use of Graphs, Charts, and Tables **Ethical Considerations in Research** • Confidentiality, Data Integrity, and Ethical Approval • Role of Institutional Review Boards (IRBs)

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Case Study Analysis	Analyze a real-life business research case and provide insights using research methodologies.
2	Research Review Report	A critical review of an existing research paper or business study related to finance, marketing, HR, or operations.
3	Presentation on Research Topic	Present a chosen research topic, covering problem identification, methodology, and expected outcomes.
4	Research Proposal Assignment	Drafting a structured research proposal with objectives, methodology, and expected findings.
5	Data Collection & Analysis Report	Practical exercise where students collect primary/secondary data and analyze it using statistical tools (Excel/SPSS).
6	Final Research Report Submission	A structured research report including problem statement, literature review, methodology, data analysis, and conclusions.

7	Viva/Oral Examination	Evaluation based on understanding of concepts, application in real-world scenarios, and research project discussion.

External: 50 Marks References Books:

1. Cooper, D. R., & Schindler, P. S. (2019). *Business research methods* (12th ed.). McGraw-Hill, Education.

2. Kothari, C. R. (2019). *Research methodology: Methods and techniques* (7th ed.). New Age International.

3. Malhotra, N. K. (2019). *Marketing research: An applied orientation* (7th ed.). Pearson.

4. Fisher, R. A. (1970). *Statistical methods for research workers* (14th ed.). Oliver & Boyd.

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Business Research Methodology: https://onlinecourses.swayam2.ac.in/cec20_mg14/preview

Course Title	**Operations Management**
Course Code	**VAC_404**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1) Understand the fundamental concepts, principles, and functions of operations management in manufacturing and service industries.
	2) Evaluate and apply key operations management tools and techniques for effective decision-making in production, quality control, and supply chain management.
	3) Design and optimize operational strategies to enhance efficiency, productivity, and sustainability in business processes.
Module 1(Credit 1) Introduction to Operations Management	
Learning Outcomes	After learning the module, learners will be able to
	1) Define the scope, functions, and objectives of operations management. 2) Differentiate between manufacturing and service operations. 3) Explain the role of operations managers in organizational success. 4) Understand the strategic importance of operations management in achieving competitive advantage.
Content Outline	• Introduction to Operations Management • Key Functions of Operations Management • Differences between Manufacturing and Service Operations • Operations Strategy and its Alignment with Business Strategy • Case Studies on Operational Excellence
Module 2(Credit 1) Operations Planning and Process Management	
Learning Outcomes	After learning the module, learners will be able to
	1) Explain the different types of production systems and process designs. 2) Apply various forecasting techniques for demand estimation. 3) Analyze capacity planning and facility layout decisions. 4) Understand lean manufacturing and Just-in-Time

	(JIT) concepts.
Content Outline	• Types of Production Systems: Job, Batch, Mass, and Continuous Production • Process Design and Selection • Demand Forecasting Techniques (Qualitative and Quantitative) • Capacity Planning and Facility Layout Strategies • Lean Manufacturing and JIT
Module 3(Credit 1) Supply Chain and Inventory Management	
Learning Outcomes	After learning the module, learners will be able to
	1) Explain the components and functions of supply chain management (SCM). 2) Apply different inventory control techniques.
Content Outline	• Basics of Supply Chain Management (SCM) • Procurement and Vendor Management • Inventory Control Techniques: EOQ, ABC Analysis, JIT • Warehousing and Distribution Management
Module 4(Credit 1) Project and Maintenance Management	
Learning Outcomes	After learning the module, learners will be able to
	1) Apply project management tools such as Gantt Charts, PERT, and CPM. 2) Differentiate between preventive and breakdown maintenance strategies. 3) Understand the role of technology and Industry 4.0 in operations management. 4) Analyze the impact of sustainability and ethical practices in operations.
Content Outline	• Basics of Project Management in Operations • Gantt Charts, PERT & CPM Techniques • Maintenance Management: Preventive vs. Breakdown Maintenance • Role of Technology in Operations: Industry 4.0, AI, and Automation, Green Operations and Sustainable Practices, Ethical Issues in Operations Management

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Project	Inventory control in a retail chain, Lean management in manufacturing etc
2	Presentation	Six Sigma, Supply Chain Management, Facility Layout, Total Quality Management (TQM) etc.
3	Project report	Industry-oriented study or field visit report,
4	Case Study	Quality management practices in a local business including analysis, findings, and practical recommendations.

References

1. Heizer, J., Render, B., & Munson, C. (2020). *Operations management: Sustainability and supply chain management* (13th ed.). Pearson.
2. Stevenson, W. J. (2021). *Operations management* (14th ed.). McGraw-Hill Education.
3. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2019). *Operations management: Processes and supply chains* (12th ed.). Pearson.
4. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019). *Operations and supply chain management* (15th ed.). McGraw-Hill Education.

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Operation Management : https://onlinecourses.swayam2.ac.in/imb19_mg17/preview

Course Title	**Business Environment and Public Policy**
Course Code	**VAC_405**
Course Credits	2
Course Outcomes	After going through the course, learners will be able to 1) Know the various aspects of economic, social, political and cultural environment of India. 2) Understand the environmental factors influencing Indian business organizations. 3) Knowledge of public policies will give students a grasp of the regulatory framework and government initiatives shaping the business landscape in India.
Module 1 (Credit 1)	
Learning Outcomes	After learning the module, learners will be able to 1) Understand relationship between environment and business, different concepts & its implementation. 2) Get knowledge about how to integration of business environment principles and strategies into domestic and international business.
Content Outline	• Theoretical Framework of Business Environment. • Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. • Problems and Challenges of Indian Business Environment • Global Framework: EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. • Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.
Module 2 (Credit 1)	
Learning Outcomes	After learning the module, learners will be able to 1) Understand relationship between environment and business, different concepts &its implementation. 2) Understand the integration of business environment principles and strategies into domestic and international business.

Content Outline	• Public Policies: Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA. Structural Adjustment Programs and Banking Sector Reforms in India. • Problems and Challenges of Growth of Economy: Unemployment, Poverty, Regional Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment. • Emerging Trends in Business: Concepts, Advantages and Limitations-Franchising, Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); E-Commerce, Digital Economy. Technological Growth and MNC's.

Internal: 50 Marks

1) Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)
2) Assignments: To understand Business Environment and policy
3) Practical Exercises & Problem-Solving: Public polices and regulations
4) Case Study Analysis: Business Environment Analysis and public policy making.

References:

1. Business Environment and Public Policy by Pradip K. Dutta (Vikas Publishing House, 2020)
2. Business Environment: Text and Cases by Justin Paul (McGraw-Hill Education, 2018)
3. Business and Society: Stakeholders, Ethics, Public Policy by Anne T. Lawrence and James Weber (McGraw-Hill Education, 2020)
4. Business, Government, and Society: A Managerial Perspective, Text and Cases by George A. Steiner and John F. Steiner (McGraw-Hill Education, 2019)
5. Public Policy: Formulation, Implementation, and Evaluation by RK Sapru (PHI Learning, 2017)

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Buisness Environment and public policy :
https://onlinecourses.swayam2.ac.in/imb22_mg02/preview

Course Title	**International Business**
Course Code	**VAC_405**
Course Credits	**2**
Course Outcomes	After going through the course, learners will be able to
	1) Understand the fundamentals of international business and global trade.
	2) Analyze the impact of globalization on business operations.
	3) Evaluate international trade policies, agreements, and market entry strategies.
	4) Identify cultural, economic, and political challenges in global markets.
	5) Develop strategies for managing international business operations effectively.
Module 1 (Credit 1) Fundamentals of International Business	
Learning Outcomes	After learning the module, learners will be able to
	1) Define international business and explain its importance.
	2) Understand globalization and its impact on businesses.
	3) Understand international trade policies and agreements
Content Outline	• Introduction: Definition, nature, and scope of international business Differences between domestic and international business, Factors driving globalization • International Trade Policies and Agreements: Tariffs, quotas, subsidies, and trade barriers, World Trade Organization (WTO) and trade liberalization, Regional Trade Agreements (NAFTA, EU, ASEAN, SAARC, RCEP) • Foreign Exchange: Foreign exchange markets and exchange rate mechanisms • Balance of payments and its components
Module 2 (Credit 1) Market Entry and Global Business Strategies	
Learning Outcomes	After learning the module, learners will be able to
	1) Evaluate different market entry strategies for global expansion.
	2) Understand the cultural, political, and economic factors affecting international business.
	3) Analyze risk management strategies in international operations.

Content Outline	• Market Entry Strategies: Exporting, licensing, franchising, joint ventures, and FDI, Entry barriers and risk assessment. • Managing International Business Operations: Cultural and ethical considerations in global business, Political and economic risks in international markets, Global supply chain and logistics management. • International Marketing and Branding: Standardization vs. adaptation in global marketing, international product development, pricing, and promotion strategies • Digital marketing and e-commerce in international markets

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	International Business and Global business strategies
2	Case Study Analysis	Study an MNC and its international expansion strategy.
3	Research	Research current trends in global business, such as sustainability, digital transformation, or geopolitical risks.
4	Report	Trade policies of two different countries.
5	Practical / Business Plan	Study an MNC and its international expansion strategy.

External: There will be no external assessment for

this course References

1. Charles W. Hill (2020), *International Business: Competing in the Global Marketplace*, McGraw-Hill College; 13th edition.
2. John D. Daniels & Lee H. Radebaugh (2017), *International Business: Environments and Operations*, Pearson; 16th edition.
3. Pankaj Ghemawat (2007), *Redefining Global Strategy*: Crossing Borders in a world where differences still matters, Harvard Business Review Press; First Edition
4. Mike Peng (2015) *Global Business*, CENGAGE Learning Custom Publishing; 4th edition

Ricky W. Griffin & Michael W. Pustay (2019) *International Business: A Managerial Perspective*, Pearson; 9th ed

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International Business : https://onlinecourses.nptel.ac.in/noc20_mg54/preview

Course Title	**Women Empowerment**
Course Code	**VAC_406**
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1) Comprehend the meaning and various dimensions of women empowerment
	2) Evaluate policies, legal frameworks, and initiatives for women's empowerment.
	3) Understand the role played by women in economic development
	4) Develop strategies and initiatives to promote gender equality and women's participation in leadership and entrepreneurship.
	5) Apply digital tools for marketing and business growth.
Module 1 (Credit 1) Foundations of Women Empowerment	
Learning Outcomes	After learning the module, learners will be able to
	1) Learn the concept and importance of women empowerment
	2) Analyze the role of education, employment, and financial independence in empowering women.
	3) Examine the role of laws and government initiatives in 4) promoting women's rights.
Content Outline	• **Women Empowerment**: Meaning, forms, Need and Importance. • **Dimensions of Women Empowerment** - Social, Religious, Economic, Educational and Political. • **Role of Education and Employment:** Importance of Education in Women's Empowerment, Women at the workplace, challenges and opportunities, changing working conditions. • **Legal Rights and Policies for Women** : Women's Rights under the Indian Constitution, Key Laws: Domestic Violence Act, Maternity Benefit Act, Equal Remuneration Act, Government Initiatives: Beti Bachao Beti Padhao, SHGs, Mahila E-Haat
Module 2 (Credit 1) Women in Leadership and Entrepreneurship	
Learning Outcomes	After learning the module, learners will be able to
	• Evaluate the impact of women's participation in leadership, politics, and entrepreneurship.
	• Identify vocational skills and convert them into self-employment opportunities.
	• Use digital platforms and apps for marketing and transactions of business.

Content Outline	• **Women in Leadership and Entrepreneurship:** Women's Representation in Politics and Corporate Sector, Challenges and Strategies for Women Entrepreneurs. • **Financial Inclusion:** Banking, loans, savings, insurance • **Digital skills for promoting business:** UPI, online banking, Google Pay/PhonePe, WhatsApp Business and Social Media Marketing • **Case Studies of Women Leaders and Women Entrepreneurs**

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Debate/Panel Discussion	Conduct a discussion on gender equality and women's rights in different sectors.
2	Research	Conduct a small research project on women's participation in the workforce or education.
3	Case Study Analysis	Analyze real examples of women leaders, entrepreneurs, or social reformers.
4	Presentation/ Report	Develop a policy recommendation for promoting women empowerment in a specific sector.

External: There will be no external assessment for

this course References

1. Nussbaum, Martha (2001) *Women and Human Development: The Capabilities Approach,* Cambridge Univ Pr; Revised ed. Edition
2. Altekar, A.S, (1983) The Position of Women in Hindu Civilization, Delhi: Motilal Banarasidass.
3. Desai, N and M. Krishnaraj (1998), Women and Society in India. Delhi: Ajantha, 1987. Forbes, G. Women In Modern India. New Delhi: CUP.
4. Narasaiah .M (2013), Empowerment of Women, Discovery Publishing House.

Course Title	**Design Thinking and Innovation**
Course Code	**SEC_407**
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1) Develop creative thinking skills and apply design-based approaches/tools 2) Understand the design-based thinking approach to solve problems
Module 1 (Credit 1) Creative and Design Thinking	
Learning Outcomes	After learning the module, learners will be able to 1) Develop creative thinking skills and apply design-based approaches/tools for identifying and implementing innovation opportunities into implementable projects. 2) Understand the how to observe and assimilate unstructured information to well framed solvable problems
Content Outline	**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. ● Discussion of a few global success stories like Airbnb, Apple, IDEO, Netflix etc. ● Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement
Module 2 (Credit 1) Concept of brainstorming	
Learning Outcomes	After learning the module, learners will be able to 1) Propose real-time innovative product designs and choose appropriate frameworks, strategies, techniques during prototype development.

	2) Know wicked problems and how to frame them in a consensus manner that is agreeable to all stakeholders using appropriate frameworks, strategies, techniques during prototype development. 3) Analyze emotional experience and inspect emotional expressions to better understand users while designing innovative products
Content Outline	**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

Internal: 50 Marks

- Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)
- Assignments: To understand Innovation and Design
- Practical Exercises & Problem-Solving: Startup idea and Innovative products
- Case Study Analysis: Innovation thinking with Design thinking for future generations.

Reference:

1. Design Thinking: Integrating Innovation, Customer Experience, and Brand Value by Thomas Lockwood (Wiley, 2010)
2. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation by Tim Brown (HarperCollins, 2009)
3. Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School by Tse Thomson Chow (Wiley, 2013)
4. Innovation by Design: How Any Organization Can Leverage Design Thinking to Produce Change, Drive New Ideas, and Deliver Meaningful Solutions by Thomas Lockwood and Edgar Papke (Wiley, 2017)

Swayam : Design Thinking and Innovation :
https://onlinecourses.nptel.ac.in/noc20_de03/preview

Course Title	**Leadership Development**
Course Code	**SEC_408**
Course Credits	**2**
Course Outcomes	After going through the course, learners will be able to
	1) Understand fundamental leadership concepts, theories, and styles and how they apply in real-world scenarios.
	2) Analyze different leadership **a**pproaches and their effectiveness in various business and social contexts.
	3) Develop essential leadership skills such as communication, problem-solving, and emotional intelligence.
	4) Examine leadership challenges and ethical dilemmas through case studies and practical applications.
	5) Create a personal leadership development plan to enhance leadership capabilities for future managerial roles.
Module 1 (Credit 1) Fundamentals of Leadership & Leadership Styles	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand leadership theories, traits, and characteristics.
	2) Differentiate between various leadership styles and their impact on organizations.
	3) Analyze real-world leadership examples to understand effective leadership strategies.
Content Outline	**Introduction to Leadership** • Definition, Meaning, and Importance of Leadership • Difference Between Leadership and Management • Key Characteristics and Traits of Effective Leaders **Theories of Leadership** • Trait Theory • Behavioral Theory • Contingency Theory • Transformational & Transactional Leadership
	Leadership Styles & Their Applications • Autocratic, Democratic, Laissez-Faire Leadership • Situational Leadership & Adaptive Leadership • Servant Leadership & Ethical Leadership **Case Studies on Great Leaders** • Business Leaders (Steve Jobs, Elon Musk, Ratan Tata) Political & Social Leaders (Mahatma Gandhi, Nelson Mandela, Indira Nooyi)

Module 2 (Credit 1) Leadership Skills & Practical Applications	
Learning Outcomes	After learning the module, learners will be able to 1) Develop communication, decision-making, and conflict-resolution skills. 2) Understand team building, motivation, and emotional intelligence in leadership. 3) Learn about self-assessment tools and leadership development plans.
Content Outline	**Essential Leadership Skills** **Effective Communication** – Public speaking, active listening, body language, and persuasion. • **Decision-Making & Problem-Solving** – How leaders make informed decisions under uncertainty. • **Conflict Resolution & Negotiation Skills** – Handling disagreements and difficult conversations. • **Time Management & Delegation** – Prioritizing tasks and empowering team members. **Leadership in Action** • **Building High-Performance Teams** – Team dynamics, collaboration, and shared leadership. • **Motivation Strategies** – Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs in Leadership. • **Leading in a Digital World** – Virtual leadership, remote teamwork, and technological adaptation. • **Ethical Decision-Making** – Integrity, accountability, and responsible leadership. **Emotional Intelligence & Self-Awareness** • **Emotional Intelligence (EQ) in Leadership** – Understanding self and others (Goleman's EQ Model). • **Developing Self-Awareness** – Recognizing personal leadership strengths and areas for growth. • **Overcoming Leadership Challenges** – Dealing with failure, stress, and workplace politics.

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Project Report	Fundamentals of Leadership and Leadership styles

2	Case Study Analysis	Grate Business Leaders
3	Presentation	Leadership in Action
4	Project	Developing a Personal Leadership Development Plan – Goal setting for future leadership roles.
5.	Group Activity	Role Plays & Leadership Challenges – Practicing leadership skills in real-time scenarios

External: There will be no external assessment for this course
References

1. Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage Publications.
2. Kotter, J. P. (2018). *Leading change* (Rev. ed.). Harvard Business Review Press.
3. Goleman, D. (2020). *Emotional intelligence and leadership*. Bantam Books.
4. Maxwell, J. C. (2019). *The 21 irrefutable laws of leadership*. HarperCollins.
5. Blanchard, K., & Hersey, P. (2022). *Leadership and the one-minute manager: Increasing effectiveness through situational leadership*. Harper Business.

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SNDT Women’s University, Mumbai

Bachelor of Business Administration

as per AICTE Curricular Framework

Syllabus

(2024-27)

Jankidevi Bajaj Institute of Management Studies
S.N.D.T. Women's University
Sir Vithaldas Thackersey Vidya Vihar, Juhu Road,
Santacruz (West) Mumbai, Maharashtra 400049,
India

Bachelor of Business Administration

SEMESTER - V									
Sr. No	**Course Code**	**Course Title**	**L**	**T**	**P**	**Credit**	**Int.**	**Ext.**	**Total**
1	**50121711**	Strategic Management	3	1	0	4	50	50	100
2	**50121712**	Logistics and Supply Chain Management	3	1	0	4	50	50	100
3	**50222611** **50222711** **50222811**	**Discipline Specific Elective - I** 1) Consumer Behaviour 2) Financial Markets, Products and Services 1) HRD – Systems and Strategies	3	1	0	4	50	50	100
4	**50222612** **50222712** **50222812**	**Discipline Specific Elective – II** 1) Sales Management 2) Direct Taxation 1) Change Management and Organizational Development	3	1	0	4	50	50	100
5	**50721721**	Internship/capstone Project	-	-	-	6	-	-	100
6	**50721702**	Major Project (Evaluation in sixth semester	-	-	-	-	-	-	0
7	**50222603** **50222703** **50222803**	Discipline Specific Elective (Audit Course) 1) Retail Marketing 2) Behavioral Finance Negotiation Skills	3	0	1	0	0	0	0
TOTAL						**22**	**250**	**250**	**500**

SEMESTER - VI									
Sr. No	**Course Code**	**Course Title**	**L**	**T**	**P**	**Credit**	**Int.**	**Ext.**	**Total**
1	**60121711**	Project Management	3	1	0	4	50	50	100
2	**60121712**	Business Taxation	3	1	0	4	50	50	100
3	**60222611** **60222711** **60222811**	Discipline Specific Elective – III 1) Marketing of Services 2) Banking and Insurance 1) Training and Development	3	1	0	4	50	50	100
4	**60222612** **60222712** **60222812**	Discipline Specific Elective – IV 1) Digital Marketing 2) Financial Planning Performance and Compensation Management	3	1	0	4	50	50	100
5	**60721701**	Corporate Governance	1	1	0	2	50	0	50

6	**60721702**	Major Project (Initiated in 5th Semester)	-	-	-	4	-	-	100
7	 **60222603** **60222703** **60222803**	Discipline Specific Elective (Audit Course) 1) Rural Marketing 2) Sustainable Finance 3) Cross Cultural HRM	3	1	0	0	50	0	50
	TOTAL					**22**	**350**	**250**	**600**

CC 501 - Strategic Management - Core Courses (CC)

Course Title	**Strategic Management**
Course Credits	**4**
Course Outcomes	By learning this course, learners will be able to
	1. Understand the concept, role and importance of strategic management in organizations. 2. Analyze competitive environments and evaluate strategic options for firms. 3. Understand strategy formulation, implementation and control processes. 4. Integrate functional perspectives to build sustainable competitive advantage.
Module 1(Credit 1) Concept of Strategy	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the concept and evolution of strategy. 2. Understand vision, mission, goals and strategic intent.
Content Outline	Concept of Strategy • Meaning, relevance, role and benefits of strategy • Importance of strategic management • Strategic management process and levels of strategy Strategic Thinking • Evolution of strategic management thinking • Approaches to strategic decision-making Strategic Intent • Vision, mission, goals and objectives • Corporate governance, social responsibility and ethics
Module 2(Credit 1) External Environment Analysis	
Learning Outcomes	1. After learning the module, learners will be able to 2. Analyze external and internal environments.
Content Outline	External Environment Analysis • Environmental scanning: technological, social, cultural, demographic, political and legal factors • Components and characteristics of external environment Industry Analysis • Analysis of competitive environment • Porter's Five Forces framework Internal Environment Analysis • Strategic capability and resources • Value chain analysis

	• Experience curve Strategic Analysis Tools • SWOT analysis • BCG Matrix • GE Cell Matrix
Module 3(Credit 1) Business Level Strategies	
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand business and corporate strategy options.
Content Outline	Business Level Strategies • Generic competitive strategies • Link between business strategy and functional strategy Corporate Level Strategies • Creating value through diversification • Strategic alliances and partnerships Growth Strategies • Concentration and product development • Integration and diversification • International expansion: franchising, licensing and joint ventures Renewal Strategies • Retrenchment strategies • Turnaround strategies • Mergers and acquisitions
Module 4(Credit 1) Strategy Implementation	
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand implementation and evaluation mechanisms.
Content Outline	Strategy Implementation • Structural implementation • Functional and operational implementation • Behavioral implementation and leadership Strategy and Organization • Organizational design for strategy • Integration of functional plans and policies Innovation and Entrepreneurship • Managing innovation

	• Corporate entrepreneurship Strategy Evaluation and Control • Strategic control and governance • Operational control and management control systems

Assignments/Activities towards CCE : - a) Presentations
b) Assignments c) Case studies d) Field Assignments e) Mini Project

References

I. Books:

Text Books (Latest Edition):

1. Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal. *Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, 15th Edition, Pearson.
2. Frank T Rothaermel. *Strategic Management* – 5th Edition (Indian), McGraw Hill.

Suggested Readings:

1. Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases*, 22nd Edition, McGraw Hill.
2. Krishna G. Palepu, Tarun Khanna. *Winning in Emerging Markets: A Roadmap for Strategy and Execution*, Harvard Business Press.
3. Porter, M.E., *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press, New York.
4. Pankaj Ghemawat, "Strategy and the Business Landscape" Pearson Education.

II. Journal:

1) Vikalpa: The Journal for Decision Makers
2) Journal of Education for Business
3) Harvard Business Review
4) McKinsey Quarterly

III. MOOC:

Swayam

- **Strategic Management –** https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg10

CC 502 - Logistics and Supply Chain Management - Core Courses (CC)

Course Title	**Logistics and Supply Chain Management**
Course Credits	**4**
Course Outcomes	By learning this course, learners will be able to
	1. Understand the strategic role of supply chain management. 2. Design supply chain networks for global markets. 3. Analyze sourcing and pricing strategies. 4. Coordinate demand forecasting and supply chain operations.
Module 1(Credit 1)	**Foundations of Supply Chain Management**
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand SCM concepts and strategic fit.
Content Outline	Foundations of Supply Chain Management • Concept of logistics and supply chain • Importance of supply chain integration • Supply chain drivers and performance metrics Strategic Fit • Aligning supply chain strategy with business strategy • Role of supply chain in achieving competitiveness
Module 2(Credit 1)	**Distribution Network Design**
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand supply chain network design decisions.
Content Outline	Distribution Network Design • Types of distribution networks • Factors influencing network design Global Supply Chains • Global logistics challenges • Role of e-business in supply chain networks Facility Location Decisions • Warehouse and distribution center location • Trade-off between responsiveness and efficiency
Module 3(Credit 1)	**Sourcing Decisions**
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand sourcing and procurement strategies.

Content Outline	Sourcing Decisions • Supplier selection and evaluation • Procurement strategies and outsourcing Pricing in Supply Chains • Pricing models • Revenue management and cost optimization
Module 4(Credit 1) Demand Forecasting	
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand demand forecasting and planning.
Content Outline	Demand Forecasting • Forecasting techniques • Demand variability and uncertainty Planning and Coordination • Aggregate planning • Sales and Operations Planning (S&OP) Supply Chain Coordination • Coordination mechanisms • Balancing demand and supply across the supply chain

Assignments/Activities towards CCE : - a) Presentations
b) Assignments c) Case studies d) Field Assignments e) Mini Project

References

I. Books:

Textbooks and References (Latest Editions):

1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.

2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson.

Suggested Case Topics:

1. Dell's direct model in PC manufacturing: Integration of supply chain and e-business.
2. Starbucks' sustainable sourcing practices: A supply chain perspective.
3. Walmart's supply chain management strategies for global dominance.

II. Journal:

1. Journal of Personal Selling and Sales Management. New York, United States of America
2. Journal of Supply Chain Management. Oxford, United Kingdom: Blackwell Publishing Ltd.

III. MOOC:

Swayam

https://onlinecourses.swayam2.ac.in/e-learning/preview/cec26_mg09

DSE 501 (Mktg) - I - Consumer Behaviour – Discipline Specific Elective (DSE)

Course Title	**Consumer Behaviour**
Course Credits	**4**
Course Outcomes	By learning this course, learners will be able to
	1. Understand concepts and models of consumer behaviour. 2. Gain insights into the consumer purchase decision process. 3. Develop marketing strategies for different consumer segments.
Module 1(Credit 1) Understanding Consumer Behaviour	
Learning Outcomes	1. After learning the module, learners will be able to 2. Explain the meaning, scope and relevance of consumer behaviour
Content Outline	Understanding Consumer Behaviour *Introduction to Consumer Behaviour* • Meaning and scope of consumer behaviour • Consumer behaviour and marketing concepts *Consumer Behaviour Framework* • Value and consumer behaviour framework • Online consumer behaviour
Module 2(Credit 1) External Influences on Consumer Behaviour	
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand socio-cultural influences affecting consumer decisions
Content Outline	External Influences on Consumer Behaviour *Lifestyle and Psychographics* • Lifestyle analysis • Psychographic segmentation *Social Influences* • Social class and buying behaviour • Reference groups and family influence *Cultural Influences* • Culture and subculture
	• Cultural impact on consumer behaviour
Module 3(Credit 1) Internal Influences on Consumer Behaviour	

Learning Outcomes	1. After learning the module, learners will be able to 2. Analyse psychological factors influencing consumers
Content Outline	Internal Influences on Consumer Behaviour *Consumer Perception* • Perceptual process • Selective perception *Learning and Memory* • Consumer learning theories • Memory and information processing *Motivation and Personality* • Consumer motivation • Personality and consumer behaviour *Attitudes* • Attitude formation • Attitude change strategies
Module 4(Credit 1) Consumer Decision Making	
Learning Outcomes	1. After learning the module, learners will be able to 2. Explain stages and models of consumer decision making.
Content Outline	Consumer Decision Making Decision Process • Need recognition • Information search *Evaluation and Choice* • Alternative evaluation • Purchase decision *Post Purchase Behaviour* • Post purchase satisfaction • Cognitive dissonance *Decision Models* • Models of consumer decision making • Situational influences
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	**Assignments/Activities towards CCE : -** a) Presentations b) Assignments c) Case studies d) Field Assignments e) Mini Project

References

I. Text Books / References: (Latest Edition)

- Schiffman, L. G.; Kanuk L. L. and Kumar, S. R. Consumer Behavior. Pearson Education Inc.
- Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited.
- Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited.
- Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited.
- Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD.
- Solomon, M. R. Consumer Behavior Buying, Having and Being. PHI Learning Private Limited.
- Nair, S. R. Consumer Behavior Consumer Behavior & Marketing Research. Himalaya Pub. House.

II. Journal:

- Journal of Consumer Research. Chicago, USA: University of Chicago Press
- Journal of Consumer Behaviour. USA: John Wiley & Sons, Inc.
- Journal of Consumer Marketing. Bingley, United Kingdom: Emerald Group Publishing, Limited

III. MOOC:

Swayam

https://onlinecourses.nptel.ac.in/noc26_mg40/preview

DSE 502 (Mktg) - II - Sales Management – Discipline Specific Elective (DSE)

Course Title	**Sales Management**
Course Credits	**4**
Course Outcomes	By learning this course, learners will be able to
	1. Understand the roles and responsibilities of a sales manager. 2. Understand the process of organizing and managing a sales force. 3. Analyse practical issues related to sales force management.
Module 1(Credit 1) Introduction to Sales Management	
Learning Outcomes	1. After learning the module, learners will be able to 2. Explain the nature and importance of sales management.
Content Outline	Introduction to Sales Management *Nature of Sales Management* • Meaning and scope • Importance in modern business *Role of Sales Manager* • Responsibilities of sales manager • Functions of sales management *Personal Selling* • Personal selling process • Characteristics of successful salespersons
Module 2(Credit 1) Sales Force Planning	
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand recruitment, training and planning of sales force
Content Outline	Sales Force Planning • Sales force size and structure • Sales territory planning *Recruitment and Selection* • Sources of recruitment • Selection procedures *Training and Development* • Sales training programmes • Sales skill development

	Sales Information System • Sales reporting systems • Sales planning and control
Module 3(Credit 1) Directing Sales Force Operations	
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand motivation and compensation of sales personnel
Content Outline	Directing Sales Force Operations *Motivation* • Financial motivation • Non-financial incentives *Compensation* • Salary and incentive plans • Commission structures *Sales Supervision* • Sales meetings • Sales contests *Sales Quotas and Territories* • Setting sales quotas • Territory management
Module 4(Credit 1) Evaluating and Controlling Sales Force	
Learning Outcomes	1. After learning the module, learners will be able to 2. Evaluate sales performance and control mechanisms.
Content Outline	Evaluating and Controlling Sales Force *Sales Budget* • Sales forecasting • Sales budgeting *Performance Analysis* • Sales volume analysis • Profitability analysis *Evaluation* • Salesperson performance evaluation • Productivity measurement *Control* • Monitoring sales activities

	• Managing agents and online sales
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	**Assignments/Activities towards CCE : -** a) Presentations b) Assignments c) Case studies d) Field Assignments e) Mini Project

References

I. Books (Latest edition)

1. Jobber, D., Lancaster, G. *Selling and Sales Management*. Pearson Education.
2. Johnston, M. W., Marshal, G. W. *Sales Force Management*. New Delhi: Tata McGraw-Hill Education.
3. Spiro, R., Rich, G., & Stanton, W. *Management of a Sales Force*. New Delhi: Tata McGraw-Hill Education.
4. Panda T, Sachdev S. *Sales and Distribution Management*. Oxford University Press.
5. Havaldar, Krishna K. *Sales and Distribution Management*. Tata McGraw Hill.
6. Gupta S. L. *Sales & Distribution Management: Text & Cases in Indian Perspectives*. Excel Books.
7. Still, Kundiff, Govoni. *Sales and Distribution Management*. PHI.

II. Journal:

Journal of Personal Selling and Sales Management. New York, United States of America Journal of Supply Chain Management. Oxford, United Kingdom: Blackwell Publishing Ltd.

III. MOOC:

Swayam

https://onlinecourses.nptel.ac.in/noc26_mg27/preview

DSE 501 (Fin) -I - Financial Markets, Products and Services – Discipline Specific Elective

Course Title	**Financial Markets, Products and Services**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the role and importance of financial markets in the economy. 2. Analyse various financial products and their characteristics. 3. Evaluate the role of financial intermediaries and services in the financial system. 4. Apply knowledge of financial products and services to real-world financial decision- making
Module 1(Credit 1): Financial System and Markets	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the structure, functioning, and significance of financial markets 2. Differentiate Money Market and Capital Market 3. Examine the operating mechanism of Stock Exchanges in India
Content Outline	• Financial System – Need, structure, functions and scope of financial markets. Financial intermediation and financial intermediaries. Fund based and fee-based financial products. • Money Market: Introduction, Instruments —T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills. Trading mechanism of various money instruments. • Capital Market: Meaning, Functions, Primary and Secondary Market. Methods of floatation of Capital –IPO's, Book building, Private Placements, Rights Issue, Bonus Issue. etc. Investor protection in primary market. Recent trends in primary market. SEBI – objectives, role, functions and powers. • Overview of major Stock Exchanges in India – NSE, BSE. Meaning, purpose and consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method). Trading on Stock Exchanges: Brokers – types of brokers. Types of market orders. • Different trading systems – BOLT and NEAT System. Trading cycle (T+2), types of settlements. Pay–in and pay-out, Bad Delivery, Short delivery, Auction, Demat

	settlement, Physical settlement, Circuit Breakers, market makers.
Module 2(Credit 1) Leasing and Hire Purchase	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand lease agreement and hire purchase agreement 2. Explain how a leasing arrangement works 3. Differentiate Leasing, Hire Purchase and Installment Purchase
Content Outline	• Leasing definition, types and main Features. Advantages and disadvantages of Leasing. Main clauses in a Lease agreement. Buy or Lease decision -- Tax and Depreciation aspects. Lease Evaluation -- Lessee's perspective, Lessor's perspective. Major Leasing Institutions in India. • Hire Purchase—Concepts and features, Hire Purchase Evaluation -- Tax and depreciation implications. Choice between Leasing and Hire Purchase. Installment purchase, difference between hire purchase and installment purchase.
***Module 3(Credit 1):* Mutual Funds, Credit Rating and Securitization**	
Learning Outcomes	After learning the module, learners will be able to
	1. Differentiate different types of mutual funds 2. Analyse the performance metrics of various types of mutual funds available in the financial markets 3. Examine the concept of credit rating 4. Apply rating methodology in credit rating
Content Outline	• Mutual Funds – Definition and historical background. Types of Mutual Funds. Advantages and disadvantages of mutual funds. Process of establishing a mutual – Trustee, Sponsor, Asset Management Company, Custodian. Entry and exit load, concept of NAV and its calculations. Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP). Mutual Fund industry in India. Regulations relating to mutual funds. • Credit Rating -Definition and meaning. Process of credit rating of financial instruments. Rating Methodology, Rating agencies. Rating symbols of different companies. Advantages and disadvantages of credit rating
Module 4(Credit 1) Factoring, Forfeiting and Bill Discounting	

Learning Outcomes	After learning the module, learners will be able to 1. Understand factoring, forfaiting, bill of exchange 2. Differentiate between factoring, forfaiting and bill discounting 3. Analyse the different funding options
Content Outline	• Factoring definition. Types of factoring services-- With recourse ad Without Recourse factoring, Domestic Factoring and International Factoring. Export factor, Import factor. Single factor system, Direct Export Factoring System, Direct Import Factoring System. Fees Involved In Factoring-- Finance Charge, Service Fee. Advantages and disadvantages of Factoring. • Forfaiting Definition, nature, and importance of forfaiting. Mechanism of Forfaiting Transaction. Fees Involved in Forfaiting-- Discount fees, Commitment fees. Advantages and disadvantages of Forfaiting. Differences Between Factoring and Forfaiting. • Bill Discounting- Definition, nature, importance. Types of bill discounting. Bill discounting v/s Factoring. Bill rediscounting. • Numerical problems on – Leasing, Hire Purchase, Factoring, Forfaiting, Bill Discounting

Evaluation : Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Evaluation	Description
1	Presentation	Various financial products and services available and their comparison
2	Practical Exercises & Problem-Solving	Problems on Leasing, Hire Purchase, Factoring, Forfaiting, Bill Discounting
3	Case Study Analysis	Examine equip students with the knowledge and analytical skills necessary to navigate the complex financial environment.
4	Project	Comparison of Performance of Mutual Funds

References :

Textbooks

- Saunders, A., Cornett, M. M., & Jain, A. (2021). *Financial Institutions and Markets*.
  Tata McGraw-Hill, New Delhi.
- Khan, M. Y. (2019). *Financial Services*. Tata McGraw-Hill, New Delhi.
- Khan, M. Y. (2019). *Indian Financial System*. Tata McGraw-Hill, New Delhi.
- Machiraju, H. R. (2019). *Indian Financial Systems*.
  Vikas Publishing House Pvt. Ltd.

- Pathak, B. (2018). *Indian Financial Systems*. Pearson Education.
- Fabozzi, F. J., & Modigliani, F. (2014). *Foundations of Financial Markets and Institutions*. Pearson Education Asia.

DSE 502 (Fin.) – II - Direct Taxation – Discipline Specific Elective (DSE)

Course Title	**Direct Taxation**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the basics of income tax, including its importance, scope, and legal framework. 2. Compute income under various heads such as salaries, house property, profits, gains from business and profession, capital gains, and other sources. 3. Apply deductions, exemptions in tax assessment and filing tax returns. 4. Examine rules and regulations and implications for taxpayers.
Module 1(Credit 1): Introduction to Income Tax	
Learning Outcomes	After learning the module, learners will be able to
	1. Compute taxable income under various heads, such as salaries, house property, and business profits. 2. Calculate income tax liabilities for individuals and businesses based on the principles learned in the course and apply deductions and exemptions appropriately to arrive at the total taxable income. 3. Analyse tax implications and evaluate tax planning strategies to minimize tax liabilities within the legal framework. 4. Create accurate income tax returns for submission to tax authorities.
Content Outline	• Background of Income Tax Act 1961. Introduction to Income. Important Definitions. Concept of Tax Planning, Tax Avoidance and Tax Evasion. Important features and Provisions of Income Tax Act. Basic Concepts: Assessment Year, Previous Year, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, etc. Residential Status and Incidence of Tax. Agricultural Income. Exempted Income.
Module 2(Credit 1) Computation of Income under the Head Salaries and House Property	
Learning Outcomes	After learning the module, learners will be able to
	1. Compute salary income after taking into consideration relevant provisions 2. Calculate income from house property taking into

	consideration all relevant provisions
Content Outline	• Salary meaning, definition, important considerations regarding salary, taxability of allowances and Perquisites, Profits in Lieu of Salary, Treatment of PF, Gratuity. Computation of Salaries taking into consideration all relevant provisions. Chargeability, Owner of house property, determination of annual value, deduction from Net Annual Value. Unrealized rent, self-occupied property. House Property exempt from Tax. Computation of Income from House Property taking into consideration all relevant provisions.
Module 3(Credit 1) Profits and Gains from Business and Profession, Capital Gains and Income from Other Sources	
Learning Outcomes	After learning the module, learners will be able to
	1. Compute profits and gains from business and profession 2. Compute capital gains or losses after considering relevant provisions 3. Calculate income from other sources
Content Outline	• Basis of Determination of Profits and Gains of Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Tax Planning. • Meaning and definition of Capital Gains, Capital Assets, Assets not treated as capital Assets, Types of Capital Assets, concept of Cost Inflation Index, Capital Gains Exempt from Tax, Capital Gains Account Scheme, Exemption of Capital Gains, meaning of special terms used in Capital Gain Concept, Meaning of Transfer of Capital Assets, transactions not regarded as Transfer. Computation of Capital Gains taking into consideration all relevant provisions. • Types on Income from Other Sources, Deductions Allowable in computing Income from Other Sources, Treatment of Interest on Securities, Computation of Income from Other Sources taking into consideration all relevant provisions
Module 4(Credit 1) Computation of Total Income, Assessment and Filing of Return	
Learning Outcomes	After learning the module, learners will be able to

	1. Understand concepts relating to setoff and carry forward of losses 2. Compute total taxable income after applying deductions from gross total income
Content Outline	• Set Off and Carry forward of Losses, Clubbing of Income and Deemed Incomes, Deductions from Gross Total Income, Computation of Total Taxable Income of Individual taking into consideration all relevant provisions with Numerical/Cases. Calculation of Income Tax of Individuals Types of assessment. • Practical exposure to Filing of Return and various Provisions Relating to Advancement Payment of Tax.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	**Evaluation**	**Description**
1	Presentation	Fundamental concepts of income tax, its scope, importance, and legal framework. Tax management techniques and strategies.
2	Practical Exercises & Problem-Solving	Problems on computation of income, deductions, exemption
3	Case Study Analysis	Case Studies to familiarize students with the assessment process, tax audits, compliance with income tax laws.
4	Project	Compute income tax liabilities for individuals and businesses

References :

Textbooks

- Singhania, V. K., & Singhania, K. (Latest ed.). *Direct Taxes Law and Practice*. Taxmann Publications Pvt. Ltd.
- Taxmann Publications Pvt. Ltd. (Latest ed.). *Income Tax Act, 1961 (Bare Act)*. Taxmann Publications Pvt. Ltd.
- Singhania, V. K., & Singhania, K. (Latest ed.). *Direct Taxes Ready Reckoner*. Taxmann Publications Pvt. Ltd.
- Singhania, V. K. (Latest ed.). *Students' Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
- Gupta, R. (Latest ed.). *Direct Taxes Manual* (2 Vols.). Bharat Law House Pvt. Ltd.
- Ahuja, G., & Gupta, R. (Latest ed.). *Master Guide to Income Tax Act*. Wolters Kluwer India Pvt. Ltd.
- Manoharan, T. N. (Latest ed.). *Income Tax Guidelines and Mini Ready Reckoner*. Snow White Publications Pvt. Ltd.

Research Papers / Articles

- Chelliah, R. J. (1991). Taxation and Economic Development in India. Economic and Political Weekly, 26(20), 1133-1138.
- Subramanian, A. (2023). Impact of Direct Tax Reforms on Income Inequality in India. Indian Economic Review, 68(2), 235-258.
- Rao, M. G. (2022). Tax Compliance Behaviour: A Study of Indian Taxpayers. Journal of Taxation in Developing Countries, 18(1), 45-67.

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DSE 501 (HR) – I - HRD – System & Strategies **– Discipline Specific Elective (DSE)**

Course Title	HRD – System & Strategies
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand and explain the concepts, scope, and significance of Human Resource Development (HRD) systems in organizations. 2. Analyze various HRD subsystems such as training & development, performance management, career planning, and organizational development. 3. Design HRD interventions and systems to address organizational challenges and improve employee performance and engagement. 4. Develop strategic perspectives on learning organizations, 5. talent management, and leadership development in a dynamic business environment.
Module 1(Credit 1) Introduction to Human Behaviour and Organization	
Learning Outcomes	After learning the module, learners will be able to
	1. Define and explain the meaning, nature, and importance of Organizational Behavior (OB). 2. Trace the historical development of Organizational Behavior and its evolution as a discipline. 3. Identify and analyze the key factors influencing human behavior in organizations. 4. Explain the contribution of various disciplines such as psychology, sociology, anthropology, and management to OB. 5. Compare and interpret different models of Organizational Behavior and their relevance in organizational settings.
Content Outline	• Meaning, nature, and importance of Organizational Behavior (OB) • Historical development of OB • Factors influencing organizational behavior (individual, group, organizational) • Contributing disciplines: psychology, sociology, anthropology, management • Models of Organizational Behavior (autocratic, custodial, supportive, collegial)
Module 2(Credit 1) Individual Behavior	
	After learning the module, learners will be able to
	1. Understand foundations of individual behavior. 2. Explain personality, attitudes, learning, and perception. 3. Identify values and their types. 4. Compare motivation theories (early and contemporary).

	5. Interpret Indian perspectives including Swami Vivekananda and Deendayal Upadhyaya.
Content Outline	• Foundations of Individual Behavior • Personality: determinants, Type A & B, Big Five, stages of development • Attitude: components and job-related attitudes • Learning: concept, theories, and reinforcement • Perception: concept, process, and influencing factors • Values: concept; terminal and instrumental values • Motivation: concept, importance; Early theories: Need Hierarchy, Theory X & Y, • Two-Factor Theory Contemporary theories: Self-Determination, Goal-setting, Reinforcement, Self-efficacy • Indian Perspectives: Swami Vivekananda – citizenship behavior and personality development Pandit Deendayal Upadhyaya – Integral Humanism
Module 3(Credit 1) Group and Team Behavior	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand concepts of groups and teams, including group development and dynamics. 2. Explain team frameworks, types, and team-building processes. 3. Evaluate diversity, equity, inclusion, and organizational justice. 4. Understand employee engagement and its role in team effectiveness.
Content Outline	• Groups and Work Teams: concept Five-stage model of group development, Groupthink and group shift • Indian perspective on group norms, Teams: concepts, frameworks, and models. • Types of teams and building team players • Individual and group conflict, E-teams and virtual team management, Managing teams in the gig economy • Managing diverse teams, Diversity, Equity & Inclusion (DEI) • Organizational justice: types, Employee engagement
Module 4(Credit 1) Leadership & Power	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand key leadership concepts and theories. 2. Compare traditional and contemporary leadership approaches. 3. Analyze power and its role in organizations. 4. Evaluate leadership styles across cultures, including Indian perspectives. 5. Understand the relationship between leadership and organizational culture evaluate leadership styles and

	strategies.
Content Outline	• Leadership: concept and approaches • Trait, behavioral (Ohio & Michigan), and contingency theories • Contemporary approaches: authentic leadership, mentoring, self-leadership • Inspirational leadership: transformational and charismatic • Indian perspective: nurturant task leader and servant leadership • Cross-cultural leadership: comparison of Indian and global styles • Power: bases of power • Organizational culture: elements and leadership influence • Cultural differences in leadership

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Case Study Analysis: Evaluate real-life organizational behavior or HRD cases
- Group Project & Presentation: Team-based analysis on OB/HRD topics
- Individual Assignment: Concept-based written assignments
- Class Participation & Discussions: Contribution to debates and activities
- Role Plays / Simulations: Leadership, conflict, and team-building exercises
- Quizzes / Tests: Periodic assessment of conceptual understanding
- Reflective Journal: Personal learning and application insights
- Field Study / Industry Interaction (if feasible): Practical exposure
-

References

Text Books:

1. Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). Pearson Education.

2. Luthans, F. (2011). *Organizational Behavior* (12th ed.). McGraw-Hill Education.

3. Aswathappa, K. (2013). *Organizational Behavior* (12th ed.). Himalaya Publishing House.

Reference Readings:

1. Newstrom, J. W. (2015). *Organizational Behavior: Human Behavior at Work* (14th ed.). McGraw-Hill Education.

2. McShane, S. L., & Von Glinow, M. A. (2018). *Organizational Behavior* (8th ed.). McGraw-Hill Education.

3. Pareek, U. (2010). *Understanding Organizational Behaviour* (2nd ed.). Oxford University Press.

4. Singh, K. (2016). *Organizational Behaviour: Text and Cases*. Pearson Education.

DSE 502 (HR) – II - Change Management and Organizational Development **– Discipline Specific Elective (DSE)**

Course Title	Change Management and Organizational Development
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the concepts, nature, and importance of change management and organizational development (OD). 2. Analyze various models and theories of organizational change and development. Evaluate the role of leadership and organizational culture in managing change. 3. Design and implement OD interventions for improving organizational effectiveness. 4. Assess resistance to change and apply strategies to manage it effectively. 5. Develop skills for facilitating planned change and continuous organizational improvement.
Module 1(Credit 1) Why Change, contemporary issues in change; The Substance and Process of Change	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand change management and need for the change in organizational settings.
Content Outline	• Why Change, contemporary issues in change; The Substance and Process of Change What Changes? Purpose and Vision; Change Communication Strategies; Resistance to Change.
Module 2(Credit 1) Strategic Change Interventions	
Learning Outcomes	After learning the module, learners will be able to
	1. To sensitize students to Organizational Development and Change interventions
Content Outline	• Strategic Change Interventions. Transformational Change, Continuous Change; Trans organizational Change; Organization Development for Economic, Ecological, and Social Outcomes; Future Directions in Organization Development
Module 3(Credit 1) Introduction to Organizational Development and Change	
Learning Outcomes	After learning the module, learners will be able to
	1. To Enable understanding and application od OD interventions.

Content Outline	• Introduction to Organizational Development and Change Introduction to OD, Difference between OD and Change; The Nature of Planned Change, Models of OD; Roots and History of Doing OD; When should organizations use OD?
Module 4(Credit 1) Process of Organization Development	
Learning Outcomes	After learning the module, learners will be able to
	1. To understand the nature of Planned change.
Content Outline	• The Process of Organization Development Entering and Contracting; Diagnosing; Collecting Data, Analysing, and Feeding Back Diagnostic Information; Designing Interventions; Managing Change Evaluating and Reinforcing Organization Development Interventions. Interpersonal and Group Process Approaches; Organization Process Approaches; Employee Involvement; structural design, Downsizing, Reengineering, Parallel structures, TQM, High involvement organization, Work Design. 226

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Kotter, J. P., & Rathgeber, H. (2013). Our iceberg is melting: changing and succeeding under any conditions. New York, St. Martin's Press
- Chip Heath, How to Change Things When Change Is Hard (Hardcover), 2010, First Edition, Crown Business

References

Text Book

1. French, W. L., & Bell, C. H. (1999). *Organization Development: Behavioral Science Interventions for Organization Improvement*. Prentice Hall.

2. Anderson, D. L. (2016). *Organization Development: The Process of Leading Organizational Change*. Sage Publications.

3. Burke, W. W. (2017). *Organization Change: Theory and Practice*. Sage Publications.

4. Beckhard, R. (2006). *Organization Development: Strategies and Models*. Addison-Wesley.

5. Kotter, J. P. (2012). *Leading Change*. Harvard Business Review Press.

   Schein, E. H. (2010). *Organizational Culture and Leadership*. Jossey-Bass.

SEC 501 - Internship/ Capstone Project (MKTG/FIN/HR)
(Skill Enhancement Courses)

Course Title	Internship/ Capstone Project - BBA – V
Course Credits	**4**
Course Outcomes	By completing this internship, students will be able to
	• apply theoretical knowledge to real-world scenarios. • develop professional skills and networking opportunities. • understand workplace culture and dynamics. • gain Hands-on experience in a chosen field

Course Objective(s):

This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Responsibility of the Students

- Student must submit a confirmation letter from the company before commencing the internship.
- Adhere to the company's code of conduct and confidentiality rules.
- Maintain punctuality and professional behavior.
- Maintain a weekly **diary/logbook** recording tasks, observations, and learnings.
- Submit required reports and presentations within deadlines.
- Submit Internship Completion Certificate and Performance Evaluation Certificate at the end of internship.

Internship/ Capstone Project Student Engagement Process:

An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience.

Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry- specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Step 4.

Submission of Report: Students must submit a **typed and bound report** (around 30 - 40 pages), containing:

- Title Page (with name, roll no., company, guide, etc.) - University Name, Institutional Name, Student Name, Course, Year, Internship Company Name, Duration, Mentor
- Director Certificate
- Institutional Mentor Certificate
- Internship Company Certificate
- Acknowledgment
- Chapter – I - Introduction & background of the Company
- Chapter – II - Departmental Overview / Work/ Internship Details
- Chapter – III - Work Done / Observations
- Chapter – IV - Learning Outcomes - Learning from the internship / Challenges & Solutions
- Chapter – V - Findings, Suggestions & Recommendations
- Chapter – VI - Conclusion
- Annexures (Weekly work allotment , questionnaires, data, charts, etc.)

Step 5.

Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern’s understanding and experiences. This evaluation assesses the intern’s ability to articulate their growth and readiness for professional work.

The review of the internship report submitted by students will be carried out by internal mentor and evaluated for 50 marks. The internal examiner will evaluate the student’s presentation along with external expert at viva voce examination for 50 marks.

SEC 502 – Major Project (MKTG/FIN/HR)
(Skill Enhancement Courses)

Course Title	**Major Project Sem - V & VI**
Course Credits	**0**
Course Outcomes	At the end of the project, students will be able to
	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.

- **The major project will be evaluated at the end of Semester VI for 100 marks (SEC – 602)**

- **Students should submit a research proposal along with introduction And Scope of respective research.**

Discipline Specific Elective (Audit Course) – Non-Credit Course DSE 503* (Mktg)

Course Title	Retail Marketing
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to 1. Explain fundamental concepts and formats of retailing. 2. Analyze the retail business environment and consumer behavior. 3. Apply retail marketing strategies in merchandising, pricing, and promotion. 4. Evaluate retail operations, trends, and challenges. 5. Develop strategic solutions for retail business problems.
Module 1(Credit 1) Introduction to Retailing	
Learning Outcomes	After learning the module, learners will be able to 1. Understand key retailing concepts and formats. 2. Analyze the retail business environment. 3. Evaluate consumer behavior in retail settings. 4. Apply retail marketing strategies. 5. Identify retail challenges and emerging trends. 6. Develop solutions for retail business problems.
Content Outline	• Introduction to retailing: definition, characteristics, and theories; evolution and emerging trends in Indian retail; factors driving changes in the retail industry; retail formats based on ownership, store-based strategies, and non-store/online retailing; and overview of retail consumer behavior.
• **Module 2(Credit 1)** Retail Marketing mix and strategy formulation.	
Learning Outcomes	After learning the module, learners will be able to 1. Understand retail marketing mix and strategy formulation. 2. Analyze merchandising and buying processes. 3. Apply pricing concepts and retail pricing strategies. 4. Evaluate promotion and store positioning decisions. 5. Recognize the role of people strategy in retail success
Content Outline	• Retail marketing mix, advertising and sales promotion, and store positioning; retail merchandising including buying processes, merchandise planning, shrinkage, mark-up and markdown; merchandise pricing concepts, objectives, influencing factors, and strategies; and retail people strategy.
Module 3(Credit 1) Retail Finance and location strategy	
Learning Outcomes	After learning the module, learners will be able to

	1. Understand retail finance and location strategies. 2. Evaluate store location theories and applications. 3. Apply store planning, design, and layout principles. 4. Assess visual merchandising and retail image mix. 5. Understand effective retail space and floor space management.
Content Outline	• Retail Finance strategy; Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation: theories and application. Store Planning: Design & Layout, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management;
Module 4(Credit 1) Buying and Merchandising	
Learning Outcomes	After learning the module, learners will be able to 1. Understand buying and merchandising strategies in retail. 2. Analyze service strategy and its role in customer satisfaction. 3. Evaluate customer relationship management and customer experience. 4. Understand the role of IT in retailing. 5. Assess e-tailing and quick commerce models and trends.
Content Outline	• Buying and Merchandising strategy; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Case study analysis on retail formats or strategies.
- Field visit/report on a retail store (layout, merchandising, consumer behavior).
- Group presentation on emerging retail trends (e.g., e-tailing, quick commerce).
- Assignment on retail marketing mix or pricing strategies.
- Mini project on store location or visual merchandising analysis.
- Class quizzes and participation.

References

- Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 1, 2, 4, 5, 6, 7 and 8)
- Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 1, 2, 3, 4)
- Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 4,5,6,11,14,15,17)
- Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 5, 9.14, 15)
- Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9,10, 16, 18,19)
- Levy, Weitz and Pandit; Retailing Management (Chapter 6,7,8), McGraw Hill Education
- Buying and Merchandising strategy; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.
- Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9, 10)
- Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 3, 11, 13, 18)

Discipline Specific Elective (Audit Course) – Non-Credit Course
DSE 503* (Fin.)

Course Title	**Behavioral Finance**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. The course covers details of rational and other behavioural aspects of market participants, which influence the return from market to investors. The course also discusses the challenges raised by behavioral finance to traditional finance theory. Course also highlights some applications of behavioral finance 2. to decision making.
Module 1(Credit 1): Introduction Behavioural finance	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand different theories applicable to investor behaviour 2. Apply the impact of emotions on investor psychology and resulting challenges to traditional 3. finance theory
Content Outline	• Rationality, Agency theory, Prospect theory, Traders brain, Reasoned emotions; Overreaction and optimism
Module 2(Credit 1)Heuristic and Biases	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand emotions, reasoning and biases in the context of investor behaviour 2. Examine the role of heuristics and biases in financial decision making
Content Outline	• Emotion and reasoning, Excessive risk taking, Anchoring, Bandwagon effect, Confirmation bias, Availability heuristic, Over confidence, Framing, Ostrich effect, Loss aversion, Gamblers' fallacy, Status Quo bias, class exercises and games on heuristics and biases
Module 3(Credit 1) Investor Behavior and Challenges to market efficiency	
Learning Outcomes	After learning the module, learners will be able to

	1. Understand the attitude of investors towards risk and noise in the financial markets 2. Analyse investor risk capacity measurement tools
Content Outline	• Attitude to risk, expected utility, Mental accounting, Noise trader risk in financial markets; Resistance to recognizing failure, Conformity, Social forces selfishness or altruism, Group psychology on Board, Contrarian investing, Conflict of interest, Investor risk capacity measurement tools; Anomalies - Small firm effect, Momentum Vs Reversal, Behavioural explanation for anomalies
Module 4(Credit 1)	Behavioral Finance implications for decision making
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the implications of investor behavior on government policies 2. Apply learnings from behavioral finance to help guide public policy and financial product design
Content Outline	• *Implications for Government Policies on health, education, savings – Nudge, Framing; Design of investment products, insurance products*

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Presentation	Exploring recent financial news and trying to explain hotly debated decisions via Behavioral Finance
2	Practical Exercises& Problem-Solving	Classroom games to help students understand Heuristics and Biases
3	Case Study Analysis	Case Studies in Investor Behaviour
4	Project	Nudges in Policy Decisions by the Government

References

Text Books

- Chandra, P. (2017). *Behavioral Finance*. McGraw Hill Education.
- Singh, R. (2018). *Behavioral Finance*. PHI Learning Pvt. Ltd.
- Kapoor, S., & Prosad, J. M. (2017). *Behavioral Finance*. Sage Publications.
- Statman, M. (2019). *Behavioral Finance: The Second Generation*. CFA Institute Research Foundation.
- Thaler, R. H., & Sunstein, C. R. (2008). *Nudge: Improving Decisions About Health, Wealth, and Happiness*. Penguin Books.

Discipline Specific Elective (Audit Course) – Non-Credit Course

DSE 503* (HR)

Course Title	**Negotiation Skills**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to 1. Analyse the tactics to use when negotiating 2. Describe the various biases of Negotiations 3. Understand the basic neuroscience of negotiation to create a win win situation. 4. Apply the knowledge of negotiations in personal and professional space. Course Title Team Building in the organizations.
Module 1(Credit 1) Negotiation process	
Learning Outcomes	After learning the module, learners will be able to
	1. To understand the negotiation process
Content Outline	• Negotiation Booster Primer, covering BATNA, ZOPA Ego-tiation is the New Negotiation; Prime Yourself for Success; Opening Offer: The Anchoring Effect; On Alternatives: We Won the Lottery!; Manage Perception to Win Negotiation; The Three-Dimensional (3D) Perception Model ;Impression Management
Module 2(Credit 1) Psychology of negotiations	
Learning Outcomes	After learning the module, learners will be able to
	1. To sensitize students to the psychology of negotiations
Content Outline	• Negotiation Booster Primer, Part 2 The Attribution Trap; On Profiling: Do Not Use a Gun for a Mosquito; Choose the Right Strategy How to Impact Behavior: The Feel–Think–Act Trio; On Listening: The Ego Whisperer; Two-Dimensional Listening; On Creating a Bond: Tell Me a Story; Beyond Mars and Venus: Gender and Negotiations; Chapter 15 The Impact of Culture on Negotiation; Virtual Negotiation; Negotiation is a Mirror ; Negotiation Booster
Module 3(Credit 1) Negotiation skills	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the win-win negotiation skills

Content Outline	• Psychology and Neuroscience of Negotiations When Rationality fails: Biases of the mind; When rationality fails Biases of the Heart; Negotiating rationality in an Irrational World. ***Neuroscience of Negotiations.
Module 4(Credit 1) Negotiation process	
Learning Outcomes	After learning the module, learners will be able to
	1. Learn about the biases in psychology which influence Negotiation process
Content Outline	• Negotiating in the real world Blind spots and Negotiations; Confronting Lies and Deception; Recognizing and resolving ethical dilemmas; Negotiating from a position of weakness; When Negotiations get ugly; When not to negotiate • Negotiation Booster Sealer, Case 1 The Redline Documents Power Struggle; Case 2 What Lies Beneath the Iceberg Tip; Case 3 Labels are a Self-Fulfilling Prophecy; Case 4 Do Not Split the

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. The Elements of Choice by Eric Johnson. Riverhead Books,2021 Chapters 1-4 2.

2. Thinking Fast and Slow by Daniel Kahneman ,Penguin Books, 1995, Chapter 3 "Frames and Reality" 3.

3. Predictably Irrational, Revised and Expanded Edition: The Hidden Forces That Shape Our Decisions .by Dan Ariely Chapters 3-6

References

1. Negotiation Booster The Ultimate Self-Empowerment Guide to High Guide to High-Impact Negotiations, Prof. Dr. Kasia Jagodzinski, 2021, Business expert Press. a. E-book available.

2. Psychology Today, 30th Jan 2024, Christopher Willard Psy.D. The Neuroscience of Negotiation An introduction to leveraging neuroscience to communicate more effectively.

Semester VI									
Sr. No	**Course Code**	**Course Title**	**L**	**T**	**P**	**Credit**	**Int.**	**Ext.**	**Total**
1	CC601	Project Management	3	1	0	4	50	50	100
2	CC602	Business Taxation	3	1	0	4	50	50	100
3	DSE601	Discipline Specific Elective – III 1) Marketing of Services 2) Banking and Insurance 3) Training and Development	3	1	0	4	50	50	100
4	DSE602	Discipline Specific Elective – IV 1) Digital Marketing 2) Financial Planning 3) Performance and Compensation Management	3	1	0	4	50	50	100
5	SEC601	Corporate Governance	1	1	0	2	50	0	50
6	SEC602	Major Project (Initiated in 5th Semester)	-	-	-	4	-	-	100
7	DSE603*	Discipline Specific Elective (Audit Course) 1) Rural Marketing 2) Sustainable Finance 3) Cross Cultural HRM	3	1	0	0	50	0	50
					TOTAL	**22**	**350**	**250**	**600**

Semester – VI

CC 601 - Project Management - Core Courses (CC)

Course Title	**Project Management**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand project management lifecycle from inception to closure. 2. Apply project management tools for managing complex projects. 3. Assess stakeholder management and communication strategies critical for project success. 4. Analyze risk management strategies and 5. their application to ensure project success under varying circumstances.
Module 1(Credit 1): Fundamentals of Project Management	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the life cycle of a project 2. Examine key responsibilities of a project manager
Content Outline	• Introduction - Project Life Cycle, Role of the project manager - Responsibilities of a project manager in driving project success.
Module 2(Credit 1): Project Planning and Tools	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand Project Planning 2. Apply scheduling techniques in project management, 3. Use PERT and CPM in project Management
Content Outline	• Planning phase of project management - project scope and objectives, Developing a Work Breakdown Structure (WBS), scheduling techniques - Gantt charts and PERT/CPM. • Practical application includes using Microsoft Project to create and manage schedules, emphasizing the integration of project management tools to streamline project planning.

Module 3(Credit 1): Executing and Monitoring Projects	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand Risk Allocation and Budgeting in managing projects 2. Evaluate Risk Management Process 3. Apply risk management techniques to mitigate risks in project management
Content Outline	• Resource allocation, budgeting, and quality control within project execution. • Risk management processes including identification, analysis, and response strategies. Practical exercises will include resource management and performance tracking using Microsoft Project, highlighting effective control measures to ensure project alignment with planned objectives.
Module 4(Credit 1): Concluding Projects and Agile Methodologies	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand performance measurement and post-project evaluation 2. Examine methods of managing projects in dynamic environments
Content Outline	• Closing phase of projects, including performance measurement, stakeholder communication, and post-project evaluation. • Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods for managing projects in dynamic environments.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Presentation	Different live projects
2	Practical Exercises & Problem-Solving	Scheduling Techniques, Measurement of Risk, Performance Management of Projects
3	Case Study Analysis	Suggested Case Topics 1. The Big Dig: A project management analysis of Boston's Central Artery/Tunnel Project. 2. The launch of Apple's iPhone: Managing high-stakes technology projects

4	Project	Project management in Companies and other organization

References

Text Books

- Prasanna Chandra (2023). Projects: Planning, Analysis, Selection,Financing, Implementation and Review. McGraw Hill Publications
- Jack R. Meredith; Scott M. Shafer; Ramesh Anbanandam (2022). Project Management. Wiley Publicaitons
- Jack R. Meredith and Samuel J. Mantel Jr. (2021). Project Management: A Managerial Approach. Wiley Publications
- Kathy Schwalbe (2019). Information Technology Project Management. Cengage Learning Publications
- Harold Kerzner (2005). Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Wiley Publications

Research Articles

- Orieno, O. H., Ndubuisi, N. L., Eyo-Udo, N. L., Ilojianya, V. I., & Biu, P. W. (2024). Sustainability in Project Management: A Comprehensive Review. World Journal of Advanced Research and Reviews, 21(1), 656-677.

CC 602 - Business Taxation - Core Courses (CC)

Course Title	**Business Taxation**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to 1. Understand the legal framework of Taxation 2. Interpret tax laws and regulations 3. Assess the impact of GST and Customs Duty on business operations 4. Calculate GST liabilities and Customs Duty obligations for different business scenarios 5. Analyze the implications of GST and Customs Duty on business decisions
Module 1(Credit 1): Goods and Service Taxes (GST) – Overview and Concepts	
Learning Outcomes	After learning the module, learners will be able to 1. Understand the fundamentals of business taxation in India 2. Explain basic concepts in Goods and Service Tax 3. Analyze the legal provisions governing GST
Content Outline	• Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, One Nation One Tax, GST vis-à-vis earlier tax laws. • Introduction to Central Goods and Services Tax Act 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Tax Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN)
Module 2(Credit 1): Levy, Collection and Input Tax Credit	
Learning	After learning the module, learners will be able to

Outcomes	1. Understand the principles, concepts, and practices of levy of GST 2. Analyze the complexities of GST in the business
	environment
Content Outline	Meaning and Scope of Supply, Types of Supplies – Composite and Mixed Supplies. Levy, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit – eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service Distributor - Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher - Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. Payment of Tax -Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - Refunds- Application for Refund of Tax, Interest, Penalty, Fees or any Other Amount.
Module 3(Credit 1): Filing of GST Returns and Audit	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand GST Audit 2. Apply the use of Tally Software
Content Outline	• Overview of GSTR1- GSTR3B - GSTR4 GSTR5- GSTR6-GSTR7-GSTR8- GSTR9 - GSTR10- GSTR11. Audit by tax authority U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental Audit – Returns-Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery. • Practical on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.

Module 4(Credit 1): Customs Duty	
Learning Outcomes	After learning the module, learners will be able to 1. Understand the basic concept of Customs Duty 2. Apply the concept of Customs Duty in business transactions 3. Value imported and exported goods
Content Outline	• Basic Concepts - Territorial Waters - High Seas – Types of Customs Duties - Basic customs duty - Protective duties - Safeguard duty – Countervailing Duty on subsidized articles - Anti-dumping duty – Baggage - Valuation - Baggage Rules and Exemptions. Procedure (including warehousing) - Export Procedure - Deemed Exports -Duty drawback - Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017 - Valuation of Imported Goods -Valuation of Export Goods.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	**Evaluation**	**Description**
1	Presentation	Topics related to GST and Customs Duty and changes in rules, laws and current developments
2	Practical Exercises & Problem-Solving	GST Forms and Customs Duty calculations
3	Case Study Analysis	Engaging in discussions on real-life business cases related to GST and Customs Duty.
4	Project	Various projects on GST and Customs Duty

References

Textbooks

- Vinod K Singhania (2026). Students Guide to GST and Customs Law. Taxmann Publiaitons
- Balachandran, V. (2023). Indirect Tax Laws. Sultan Chand & Sons.
- Datey, V. S. (2018). GST and Customs Law. Taxmann Publications Pvt. Ltd.
- Sury, M. M (2017). Goods and Services Tax in India. New Century Publications.
- Shilpi Sahi (2017). Goods and Services Tax (GST) and Customs Law. Cengage Learning India.
- Singhania, V. K., & Singhania, M (2016). Students Guide to Indirect Tax

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DSE 601 - Marketing of Services – Discipline Specific Elective - III

Course Title	**Marketing of Services**
Course Credits	**4**
Course Outcomes	By learning this course, learners will be able to
	1. Understand the concept and characteristics of services. 2. Analyse the relevance of services marketing in the economy. 3. Examine service quality and service delivery strategies.
Module 1(Credit 1)	**Nature of Service and Marketing Mix**
Learning Outcomes	1. After learning the module, learners will be able to 2. Explain the nature and characteristics of services.
Content Outline	Understanding Services *Nature of Services* • Difference between goods and services • Characteristics of services *Challenges* • Challenges in services marketing • Services marketing myopia *Services Marketing Mix* • Expanded marketing mix (7Ps) • Internal and interactive marketing *Service Quality* • Determinants of service quality • SERVQUAL model
Module 2(Credit 1)	**Service Delivery and Pricing**
Learning Outcomes	1. After learning the module, learners will be able to 2. Understand service delivery systems and pricing strategies
Content Outline	Service Delivery and Pricing *Service Product* • Core facilitating and supporting services • Levels of service product *Service Delivery* • Customer participation

	• Service blueprinting *Demand and Capacity* • Managing demand fluctuations • Service delivery systems *Pricing* • Cost based pricing • Value based pricing
Module 3(Credit 1) Service Communication	
Learning Outcomes	1. After learning the module, learners will be able to 2. Explain communication strategies in service marketing
Content Outline	Service Communication *Communication Challenges* • Communication gaps • Marketing service promises *Service Advertising* • Advertising strategies • Promotion in services *Servicescape* • Physical evidence • Environmental dimensions *Contact Services* • High contact services • Low contact services
Module 4(Credit 1) Service Recovery and CRM	
Learning Outcomes	1. After learning the module, learners will be able to 2. Analyse service recovery and relationship management.
Content Outline	Service Recovery and CRM *Service Failures* • Causes of service failures • Customer dissatisfaction *Recovery* • Service recovery strategies • Complaint handling

	Internal Marketing • Employee role • HR strategies *Customer Relationship* • Customer loyalty • Customer lifetime value
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	**Assignments/Activities towards CCE : -** a) Presentations b) Assignments c) Case studies d) Field Assignments e) Mini Project

References

I. Books (Latest Editions):

1) Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023
2) Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 | ISBN13: 9781264098354, 2023
3) Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | John E.G. Bateson ISBN: 9789386858771 Edition: 5th Year: 2021

II. Journal:

Journal of Services Marketing. Bingley, United Kingdom: Emerald Group Publishing, Limited

III. MOOC:

Swayam

https://onlinecourses.nptel.ac.in/noc26_mg49/preview

DSE 602 - Digital Marketing – Discipline Specific Elective - IV

<table>
<tr><td>Course Title</td><td>Digital Marketing</td></tr>
<tr><td>Course Credits</td><td>4</td></tr>
<tr><td rowspan="2">Course Outcomes</td><td>By learning this course, learners will be able to</td></tr>
<tr><td>1. Understand the fundamentals of digital marketing.
2. Analyse digital marketing strategies and tools.
3. Apply digital marketing techniques to solve real business problems.</td></tr>
<tr><td colspan="2">Module 1(Credit 1) Digital Marketing</td></tr>
<tr><td rowspan="2">Learning Outcomes</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>1. Understand the evolution and importance of digital marketing.</td></tr>
<tr><td>Content Outline</td><td>Introduction to Digital Marketing
Evolution
• Traditional vs digital marketing
• Growth of digital platforms

Business Models
• Digital business models
• E commerce

Digital Consumers
• Consumer behaviour online
• Managing digital demand

Customer Journey
• Digital decision journey
• POEM framework</td></tr>
<tr><td colspan="2">Module 2(Credit 1) Digital Marketing Strategies</td></tr>
<tr><td rowspan="2">Learning Outcomes</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>1. Develop digital marketing strategies.</td></tr>
</table>

Content Outline	Digital Marketing Strategy *Assessment* • Internal digital assessment • External environment *Strategy* • Objective setting • Digital strategy framework *Marketing Mix* • Online product price place promotion • Integrated digital strategy *Skills* • Digital marketing skills
Module 3(Credit 1)	**Digital Marketing Planning**
Learning Outcomes	After learning the module, learners will be able to 1. Plan digital communication and campaigns.
Content Outline	Digital Marketing Planning *Channels* • Display advertising • Search engine marketing *Social Media* • Facebook marketing • LinkedIn marketing *Campaign Management* • Digital campaign planning • Content management
Module 4(Credit 1)	**Digital Marketing Execution**
Learning Outcomes	After learning the module, learners will be able to 1. Implement and manage digital marketing initiatives.
Content Outline	Digital Marketing Execution *Operations* • Managing digital revenue • Payment systems

	Emerging Technologies • Artificial intelligence • Virtual and augmented reality *Implementation* • Implementation challenges • Digital transformation *Ethics* • Data privacy • Ethical marketing
The subject teacher uses the assessment tools (CCE) / Assignments/Activities towards CCE	**Assignments/Activities towards CCE : -** a) Presentations b) Assignments c) Case studies d) Field Assignments e) Mini Project

References

I. Books (Latest Editions)

1. Bhatia, Puneet Singh. Fundamentals of Digital Marketing. 2 ed., 2023, Pearson.
2. Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press
3. Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.
4. Gupta, Seema (2022), Digital Marketing. Noida, UP: McGraw Hill Education (India) Pvt. Ltd.
5. Hafiz, Adnan (2024), Fundamentals of Digital Marketing: Text and Cases, New Delhi: Book Rivers.

II. MOOC:

Swayam

https://onlinecourses.nptel.ac.in/noc26_mg06/preview

DSE 601 (Fin)- Banking and Insurance – Discipline Specific Elective - III

Course Title	**Banking and Insurance**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the fundamental principles and functioning of banking and insurance sector in India. 2. Apply the concepts and general principles of banking and insurance in relation with risk and its management. 3. Compare various products and services used in banking and insurance sector. 4. Analyze the financial performance of banks for 5. the purpose of risk management.
Module 1(Credit 1): Introduction to Banking	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the structure and development of banking sector in India 2. Differentiate types of banks In India 3. Examine the role of RBI in the Indian Banking Sector
Content Outline	• Evolution, structure, development of banking in India - Commercial (Public, Private and Foreign), Rural, Co-Operative bank. Significance and role of banks in economic development and growth. RBI - objectives, functions and role in development. Banking • Products – Fee based and Fund based products. Types of Accounts, Deposits, Advances and Collaterals. Nature of Banks Investments -- Management of assets and liabilities of banks, Understanding commercial banks’ balance sheet and income statement, CAMEL Rating and different banking ratios. Banking Regulations, Introduction to BASEL Norms. Capital Adequacy requirement, SLR, CRR, CAR requirements. Overview of Risk Management in Banks—Asset Liability Management. Non-Performing Assets – Problems and efforts to manage them.

Module 2(Credit 1) Retail Banking	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the process and documentation requirements in banking 2. Understand CIBIL and credit score
Content Outline	• Account opening process and documentation of different types of accounts – KYC and AML. Retail Products Overview (Customer requirements and Products development). Description of Liability products, Description of Asset Products. Credit scoring and CIBIL. Retail Product Marketing Strategies-- Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans. Delivery Channels - Branch, Extension counters, Universal Banking, ATMs, POS, Internet Banking, M-Banking. Customer Relationship Management, stages in CRM process. Technology for Retail Banking - Static information, Account opening, basic loan origination data etc. Updated information like income details at different frequencies. Transaction information, disbursement and final settlement of the loan amount.
Module 3(Credit 1) Introduction to Insurance	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the structure and development of Insurance sector in India 2. Differentiate the various types of insurance 3. Examine the role of IRDAI in Insurance sector in India 4. Classify and manage risks in insurance companies

Content Outline	• Evolution, structure, development of insurance in India. Definition of Insurance and Assurance. General Principles of Insurance, Insurance Terminology. Purpose and Need of Insurance---Risk Meaning and definition, Risk and uncertainty, Chances of loss – Peril and Hazard - Classification of risks. Techniques of managing risk – Risk pooling-insurable risks vs. hedging – Risk Transfer Methods. Insurance Regulatory and Development Authority (IRDA) Duties, Powers and Functions of IRDA, The Banking Regulation (Amendment) Act, 2020
Module 4(Credit 1)	**Life Insurance and General Insurance**
Learning Outcomes	After learning the module, learners will be able to 1. Understand the basic features of life insurance 2. Analyse different types of life insurance policies 3. Understand the fundamentals of general insurance 4. Process claims and settlement
Content Outline	• Fundamental principles of life insurance. Basic features of life insurance contracts. Life insurance products – Traditional and unit linked policies, Individual and group policies • - With and without profit policies. Types of life insurance policies – Term insurance, Whole life insurance and its variants, Endowment insurance and its variants, Annuities and Pension Plans. Special Policies for children, females and handicapped. Mortality table, Different types of premiums, Premium payment options Premium calculations – Factors affecting premium. Assignment Nomination and Surrender of policy. Policy lapse and revival, Paid up value of policy. Insurance Application and Acceptance Procedure. Policy claims: Survival benefits, Death claims – Maturity claims, Early claims & non– early claims. Documents required for processing early claims. Death due to un-natural causes or accidents. Claims concession clause and extended claims concession clause – Presumption of death. Different channels for marketing of insurance, Bancassurance • Meaning, Evolution and Growth of General Insurance. Fundamentals of General Insurance. Fire Insurance: Fire Insurance coverage, Consequential loss (fire), Declaration policies. Marine Insurance: Marine Cargo policies, Hull policies, Institute cargo clauses, Institute hull clauses, Open policies. Motor Insurance: Types of

	policies, Third party Insurance, Comprehensive coverage, Conditions and Exclusions – premium. Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances. Underwriting and Premium Rating: Proposal forms, Cover notes, Certificates of Insurance, Endorsements, Premium Rating, Premium Loading. Settlement of Claims: Claim procedure, TPAs, Claim forms, Investigation / Assessment. Essential Claim Documents. Settlement Limitation, Arbitration, Loss Minimization and Salvage.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Evaluation	Description
1	Presentation	Different banking and insurance products. Compare various products and services offered by Banking and Insurance sectors. Tools and techniques for financial performance analysis and risk management in Banking and Insurance
2	Practical Exercises & Problem-Solving	Problems on risk, credit score, capital adequacy
3	Case Study Analysis	The Rise and Fall of a Particular Bank Merger of Associate Banks with State Bank of India Any Particular Bank Fraud Case Digital Transformation in Insurance Sector / Banking Sector Ayushman Bharat Scheme and Indian Medical Insurance Sector
4	Project	Risk and Returns in Banking and insurance products. Evaluate product pricing, marketing, and distribution channels of Banking and Insurance sectors

References

Textbooks

- Indian Institute of Banking and Finance. (Latest ed.). *Risk Management*. Macmillan India Ltd.
- Koch, T. W., & MacDonald, S. S. (Latest ed.). *Bank Management*. Cengage Learning.
- Rose, P. S., & Hudgins, S. C. (Latest ed.). *Bank Management and Financial*

Services. McGraw Hill Education.

- Indian Institute of Banking and Finance. (Latest ed.). *Principles and Practices of Banking*. Macmillan India Ltd.
- Indian Institute of Banking and Finance. (Latest ed.). *Banking Products and Services*. Taxmann Publications Pvt. Ltd.
- Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W. (Latest ed.). *Risk Management and Insurance*. Cengage Learning.
- Insurance Institute of India. (Latest ed.). *Principles of Insurance*. Insurance Institute of India, Mumbai.

Research Papers / Articles

- Reddy, Y. V. (2006). "Economic Policies and India's Reform Agenda: New Thinking". New Delhi: Orient BlackSwan.
- Das, S. (2023). "Retail Credit Growth in India: Post-Pandemic Trends and Analysis." RBI Bulletin.
- Patra, M. D. (2024). "Monetary Policy in India: Navigating Inflation and Growth." RBI Bulletin.
- Gupta, S. (2023). "Evolution and Sustainability of Retail Credit in India." RBI Bulletin.
- Ravi, S., & Bose, S. (2023). "Insurance and Economic Growth in India: A Critical Review." Journal of Risk and Insurance, 90(1), 123-145.
- Sen, S., & Gupta, P. (2023). "Impact of Technology on the Insurance Sector in India." Insurance: Mathematics and Economics, 98, 45-59.
- Roy, A., & Chakraborty, T. (2023)."Risk Managementin Indian Insurance Companies." Journal of Financial Services Research, 57(2), 211-229.

DSE 602 (Fin) - Financial Planning – Discipline Specific Elective – IV

Course Title	**Financial Planning**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to 1. Understand the fundamental concepts and importance of financial planning and identify the steps involved in the financial planning process. 2. Analysethe impact of socio-economic and political factors on goal based financial planning and decisions. 3. Evaluate various types of investments products and assess their risk and return characteristics 4. Understand the importance of retirement savings To develop retirement planning options and strategies.
Module 1(Credit 1): Introduction to Financial Planning	
Learning Outcomes	After learning the module, learners will be able to 1. Understand the types of financial goals 2. Assess financial needs to identify financial goals 3. Understand the steps in financial planning 4. Apply life cycle approach to financial planning 5. Assess individual risk taking ability
Content Outline	• Analysis of social, political and economic environment, assessment of psychological and financial needs- real v/s perceived, identifying financial goals, types of Goals, concept and benefits of saving, financial discipline. Definition, need and scope of financial planning. Steps in financial planning, budgeting income and expenditure, cash flow and debt management. Risk-Return analysis, concept of Time Value of Money. Components of a financial plan. Life Cycle approach to Financial Planning -- The Five Personalities, Five-Way Classification Model. Assessing individual risk-taking level.
Module 2(Credit 1)Investment Planning	
Learning	After learning the module, learners will be able to

Outcomes	1. Understand the concepts of Investment, risk and returns in investment 2. Differentiate different investment avenues 3. Analyse risk and return of different investment avenues 4. Explain types of credits and individual credit rating
Content Outline	• Investment definition, need for investment, investment v/s speculation v/s gambling. Objectives of investment. Principles of successful investing. Concept of measurement of risk and return. Popular investment avenues and their characteristics – Stocks, Bonds, Mutual Funds, Gold / Silver, Real Estate, ETFs, Commodities, banking products, Unit Linked Insurance Products (ULIPS), overseas investment avenues etc. Computing risk and return of investment avenues. Mapping investment avenues with the financial goals. Diversification and building an investment portfolio. Effect of cultural perspectives on investment behavior. Types of Credits, Good Uses of Credit and its Downsides, cost of credit, Debt Payments-to-Disposable Income, Signs of Over indebtedness, CIBIL Score.
Module 3(Credit 1) **Retirement Planning**	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the principles and steps in retirement planning 2. Differentiate various retirement schemes 3. Apply tax savings in tax planning 4. Examine the cultural perspectives on retirement planning
Content Outline	• Principles, stages and steps in retirement planning. Various retirement schemes – Employee Provident Fund, Public Provident Fund, Superannuation Fund, Gratuity, National Pension Scheme, Old Pension Scheme, Other Pension Plans. Tax planning: importance, tax saving under section 80C and others, linkage of tax planning and retirement planning. Effect of cultural perspectives on retirement planning.
Module 4(Credit 1) : Insurance and Estate Planning	
Learning Outcomes	After learning the module, learners will be able to
	1. Explain the concept of insurance planning 2. Plan for insurance needs 3. Understand risk exposure and manage risk through insurance planning 4. Explain the process of estate planning

Content Outline	• Insurance Planning-Meaning- Risk Management -Risk Exposures- Role of Insurance company in advisor Selection-Various strategic solutions for Insurance Planning-Estate Planning Terminology-Process of Estate Planning-Wealth Distribution Goals-Strategies for Estate Planning.

Evaluation: **Internal: 50 Marks**

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Presentation	Analyze Financial Goals; Prepare Financial Plans
2	Practical Exercises & Problem-Solving	Numerical problem on insurance planning and estate planning
3	Case Study Analysis	Cases on Financial Goals and plans • Retirement Planning • Personal Credit Management • Risk Tolerance Assessment • Tax-Efficient Withdrawal Strategies • Budgeting and Saving for Future Requirement • Personal Portfolio
4	Project	Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Insurance Agent, etc. considering his / her current expense level, future needs of family, retirement age and contingency funds/ Time Value of Money

External: 50 Marks :

References

Textbooks

- Gitman, L. J., & Joehnk, M. D. (Latest ed.). *Personal Financial Planning*. South-Western Cengage Learning.
- Keown, A. J. (Latest ed.). *Personal Finance: Turning Money into Wealth*. Pearson Education.
- Kapoor, J. R., Dlabay, L. R., Hughes, R. J., & Hart, M. M. (Latest ed.). *Focus on Personal Finance: An Active Approach to Help You Develop Successful Financial*

Skills. McGraw-Hill Education.

- Sullivan, M. K. (Latest ed.). *Financial Planning: A Practical Approach*. Wiley.
- Madura, J. (Latest ed.). *Personal Finance*. Pearson Education.
- Lee, C. F., & Lee, J. (Latest ed.). *Financial Analysis, Planning and Forecasting: Theory and Application*. World Scientific Publishing, Singapore.
- Indian Institute of Banking and Finance. (Latest ed.). *Investment Planning, Tax Planning and Estate Planning*. Taxmann Publishing Pvt. Ltd., New Delhi.
- Indian Institute of Banking and Finance. (Latest ed.). *Introduction to Financial Planning*. Taxmann Publishing Pvt. Ltd.

- **References : Research Papers / Articles**

- Modigliani, F. (1966). The Life Cycle Hypothesis of Saving, The Demand for Wealth and the Supply of Capital. Social Research, 33(2), 160-217.
- Ketchum, M. B., & Moreau, M. A. (2002). Managing your money in retirement. Harvard Business Review, 80(3), 70-79.
- Ford, G. S., & Guth, W. D. (1994). Financial planning in turbulent times. Harvard Business Review, 72(5), 78-86.
- Anthony, R. N., & Govindarajan, V. (1984). Revisiting financial planning and control systems: A critical analysis. Harvard Business Review, 62(2), 65-77.
- Doe, J. (2023). Financial Planning for Young Adults: A guide to achieving financial independence. Journal of Financial Planning, 36(2), 45-56.
- Smith, J. (2022). The impact of financial literacy on retirement planning: Evidence from a national survey. Journal of Consumer Affairs, 56(3), 789-802.
- Shefrin, H., & Statman, M. (2000). Behavioral Portfolio Theory. Journal of Financial and Quantitative Analysis, 35(2), 127-151. doi:10.2307/2676187.

DSE 601 (HR) - Training and Development **– Discipline Specific Elective - III**

Course Title	Training and Development
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Evaluate training and development Process and New technology based training g methods 2. Create and design training Programme with objective and content and Assess training need analysis and know its importance 3. Evaluate the training Programmes
Module 1(Credit 1) Training and Development practice	
Learning Outcomes	After learning the module, learners will be able to
	1. To understand the basic concepts of training and development
Content Outline	• Training Introduction Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development
Module 2(Credit 1) Training and Learning	
Learning Outcomes	After learning the module, learners will be able to
	1. To know the importance and methodology of Training Needs Analysis process
Content Outline	• Training and Learning -two-way process Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training
Module 3(Credit 1) Analysis Process Training Needs Assessment	
Learning Outcomes	After learning the module, learners will be able to
	1. To sensitize them to various methods of training and training evaluation
Content Outline	The Needs Analysis Process Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment Needs Assessment Techniques: Person Analysis, Task Analysis and Organization Analysis; Need assessment in practice

Module 4(Credit 1) Cost benefit analysis of Training Programmes	
Learning Outcomes	After learning the module, learners will be able to 1. Understand the need for Cost benefit analysis of Training Programmes
Content Outline	• Training Process and Evaluating Training and follow up support Fine tuning objectives and Preparing partners; Setting the stage; Four training methods; Design the training Program; Trainer and training styles; Evaluating from Different angles, Evaluating Learning Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits • Technology Based Training Methods Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, Choosing New Technology methods

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

References

1. Employee Training and Development | 9th Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019,McGraw Hill
2. Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000

DSE 602 (HR) - Performance and Compensation Management **– Discipline Specific Elective - IV**

Course Title	Performance and Compensation Management
Course Credits	4
Course Outcomes	After going through the course, learners will be able to 1. Describe the key concepts of performance management and methods of performance management in practices. 2. Compare the organisations in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management. 3. Relate the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems. 4. Devise the performance management system in the organisation, with the help of performance planning that are specific, measurable, attainable, relevant and trackable 5. in the organisation.
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to 1. To provide learners with understanding of performance management concepts
Content Outline	• Introduction to Performance Management Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to 1. To equip learners with the dynamics of performance appraisal and develop criteria for assessing performance
Content Outline	• Performance Planning and Managing Performance Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labour), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales, Management By Objective, 360-Degree Performance Appraisal, Performance Feedback & Counselling, Performance analysis for Individual and organizational Development.
Module 3(Credit 1)	

Learning Outcomes	After learning the module, learners will be able to 1. To enable learners to develop effective appraisal systems that can be linked to managerial objectives and compensation
Content Outline	• Learning Organisation and Performance Based Compensation Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.
Module 4(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to 1. To enable learners with contemporary issues and solutions in appraisal systems.
Content Outline	• Implementation of Performance Management Performance Management and Career Planning: Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees. Competency Mapping, Competency Mapping & its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage & Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Conduct role-play sessions for appraisal interviews, providing constructive feedback to peers.
2. Engage in group discussions on ethical considerations in performance appraisal and compensation decisions.

References

1. McDonnell, A. (2011). Still fighting the "war for talent"? Bridging the science versus practice gap. Journal of business and psychology, 26, 169-173.
2. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54(3), 453-485.

SEC 601 - Corporate Governance

Course Title	**Corporate Governance**
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Understand the concepts, principles, and significance of corporate governance. 2. Analyze theories of corporate governance and different board structures. 3. Evaluate the roles and responsibilities of boards, directors, and committees. 4. Examine corporate governance issues such as insider trading, CSR, and ethical practices. 5. Apply corporate governance principles to ensure transparency, accountability, and organizational effectiveness.
Module 1(Credit 1): Corporate Governance and Role of Stakeholders	
Learning Outcomes	After learning the module, learners will be able to
	1. Explain key theories of corporate governance and board structures. 2. Analyze board composition and roles of directors and committees. 3. Evaluate stakeholder roles including shareholders, whistleblowers, and CSR. 4. Understand issues like insider trading, shareholder activism, and class action suits.
Content Outline	**Conceptual Framework of Corporate Governance :** 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 **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; Whistleblowing Mechanism, CSR and Corporate Governance.
Module 2 (Credit 1) Global and Indian Governance Regulatory Framework and Corporate Failures	
Learning Outcomes	After learning the module, learners will be able to

	1. Understand major global corporate failures and international governance codes. 2. Explain key international frameworks such as Cadbury Report, SOX Act, and OECD principles. 3. Evaluate corporate failures in India and identify governance lapses. 4. Compare common governance issues across global and Indian corporate failures.
Content Outline	• **Global Corporate Failures and International Codes:** Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance. • **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.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Case Study Analysis: Corporate governance failures (e.g., global & Indian cases)
- Group Presentation: Governance codes, committees, and regulatory frameworks
- Individual Assignment: Conceptual and application-based topics
- Quizzes / Class Tests: Periodic evaluation of concepts
- Role Plays / Debates: Ethics, CSR, and governance issues
- Research Paper / Article Review: Recent developments in corporate governance
- Class Participation: Discussions and critical analysis of cases

Reference

Suggested Readings (API Format)

1. Sarbanes-Oxley Act. (2002). *Sarbanes-Oxley Act*. Washington, DC.
2. Aparajita, S., & Rhudra, R. (Year). Insider trading regulation 2015. *GNLU Law Review*, 4, 69–78.
3. Monks, R. A. G., & Minow, N. (Latest ed.). *Corporate Governance*.

John Wiley & Sons.

4. Roy Chowdhury Ghosh, A. (Latest ed.). *Corporate Governance under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015*.
5. Satheesh Kumar, T. N. (Latest ed.). *Corporate Governance*. Oxford University Press, India.
6. Sharma, J. P. (Latest ed.). *Corporate Governance, Business Ethics and CSR (with Case Studies and Major Corporate Scandals)*. Ane Books Pvt. Ltd.

SEC 502 and 602 - Major Project

Course Title	**Major Project Sem - V & VI**
Course Credits	**4**
Course Outcomes	At the end of the project, students will be able to
	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.

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

A proposal should be submitted immediately after completing the research methods unit in 3rd year, 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 Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.
- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project 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 Institute 2 weeks before the final examination in semester VI.
- 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.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor MUST approve the project title.
- The research committee must ratify all the topics.

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
- 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 (Black 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 for 100 Marks.

DSE 603 * – Rural Marketing **– Discipline Specific Elective (Audit Course)**

Course Title	**Rural Marketing**
Course Credits	4
Course Outcomes	After going through the course, learners will be able to 1. Explain rural marketing concepts and environment. 2. Analyze rural consumer behavior and market potential. 3. Apply rural marketing mix strategies. 4. Evaluate rural distribution and communication systems. 5. Develop strategies for rural market penetration.
Module 1(Credit 1): Introduction: Rural Marketing	
Learning Outcomes	After learning the module, learners will be able to 1. Understand the concept, scope, and importance of rural marketing. 2. Analyze the attractiveness and challenges of rural markets. 3. Differentiate between rural and urban markets. 4. Examine the rural marketing environment in India. 5. Assess the size, scope, and emerging profile of rural markets in India.
Content Outline	• Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets. Rural Marketing Environment Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India. Rural Vs Urban Marketing.
Module 2(Credit 1) Rural Consumer Behavior	
Learning Outcomes	After learning the module, learners will be able to 1. Understand rural consumer behavior and buying decision process. 2. Apply marketing mix strategies in rural markets. 3. Analyze research approaches for rural marketing. 4. Understand rural marketing information systems. 5. Examine regulatory framework and institutional support in rural marketing.
Content Outline	• Rural Consumers Dimensions - Buying Decision Process, Marketing Mix for Rural Marketing, Researching Rural Market-Research approach, Rural Marketing Information System. Rural marketing Regulation and Institutional Support.

Module 3(Credit 1) Rural Marketing Mix	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand rural marketing mix and segmentation. 2. Apply positioning strategies for rural markets. 3. Analyze new product planning and development for rural markets. 4. Evaluate product mix decisions in rural marketing. 5. Apply pricing strategies and innovative pricing approaches in rural markets.
Content Outline	• Rural Marketing Mix, Rural Market Segmentation, Positioning Strategies for Rural Market. Strategies for New Product Plan26n1ing & Development for Rural Markets Product Mix. Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products.
Module 4(Credit 1) Rural Communication and Rural Market	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand challenges in rural communication. 2. Analyze advertising and sales promotion in rural markets. 3. Evaluate rural media and branding strategies. 4. Examine issues in rural distribution channels. 5. Assess rural retailing formats (haats, shandies, mobile stores). 6. Understand innovations in rural distribution systems.
Content Outline	Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Rural Media, Branding in Rural Markets, Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Retailing, Haats/Shandies, Vans & Mobile Stores, Innovation in Rural Distribution Systems.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Case study on rural marketing strategies or campaigns.
- Field survey/report on rural consumers or villages.
- Group presentation on rural distribution or communication models.
- Assignment on rural marketing mix or segmentation.
- Mini project on a rural product/brand analysis.
- Class quizzes and participation

References :

Textbooks

- Kashyap, P., & Raut, S. (2006/2012). *Rural marketing*. Biztantra.
- Gopalaswamy, T. P. (1997/2016). *Rural marketing*. Vikas Publishing House.
- Dogra, B., & Ghuman, K. (2008/2018). *Rural marketing*. Tata McGraw-Hill (TMH).
- Velayudhan, S. K. (2002/2017). *Rural marketing*. SAGE Publications.
- Mathur, U. C. (2008/2019). *Rural marketing*. Excel Books.
- Krishnamacharyulu, C. G., & Ramakrishnan, L. (2002/2018). *Rural marketing*. Pearson Education.
- Rahman, H. U. (2010/2020). *Rural marketing*. Himalaya Publishing House (HPH).
- Singh, S. (2002/2017). *Rural marketing*. Vikas Publishing House.
- Kamat, M., & Krishnamoorthy, R. (2004/2016). *Rural marketing*. Himalaya Publishing House (HPH).

DSE 603 * - Sustainable Finance – Discipline Specific Elective (Audit Course)

Course Title	**Sustainable Finance**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to 1. Introduce basic terms and concepts in sustainable finance 2. Analyse sustainability challenges 3. Apply ESG model to effectively address these challenges in financial decision-making processes. 4. Visualize finance and sustainability as integrated disciplines and identify its origins, drivers and trends 5. Evaluate different financial products for addressing issue of sustainability and discuss diverse sustainable investment strategies.
Module 1(Credit 1): Climate Change and Finance	
Learning Outcomes	After learning the module, learners will be able to 1. Understand the 17 goals of sustainable development and its link to sustainable finance 2. Examine the effects of climate change on Finance 3. Analyse the impact of climate change on finance 4. Develop risk management strategies to mitigate climate change risks in the financial sector
Content Outline	• History of Sustainable Development and 17 goals of sustainable development. Factors Influencing Climate Finance, Climate Strategies: Reduction and Adaptation, Introduction to Renewable Energy Finance, Moral Aspects of Domestic and International Climate Finance. Global Environmental Politics, Discussion on Excessive Consumption versus Population Growth, Global Standards for Environmental Policy, Energy Strategy, and Climate Change, Cross-border Environmental Advocacy. Effects of Climate Change on Finance -- Direct Impacts on Unrestricted Industries, on Carbon-regulated Industries and Financial Institutions, Institutional Investors, and their Advocacy • Financial Tools for Climate Change (subsidized finance, mixed finance, securities, assurances, performance-based payments), Climate Risk and Equity Valuation, Pollution Surcharge, Corporate Risk Management Behaviour, Risk Mitigation Strategies in the Face of Climate Change Risk
Module 2(Credit 1) Sustainable Finance	
Learning	After learning the module, learners will be able to

Outcomes	1. Understand the three components of ESG Model 2. Identify and select ethical investment opportunities 3. Evaluate risk and return for ESG Portfolios 4. Assess and integrate Environmental, Social and Governance considerations into various investment options and asset pricing models 5. Understand the concept of sustainable blue economy
Content Outline	• The three components of the Environment Social and Governance (ESG) Model and Identification of Significant ESG Concerns, Filtering, Thematic, and Selecting Ethical Investment Approaches. Anatomy of ESG evaluations or ESG Score, Features of ESG Indicators and Evaluations. • Investment Opportunities -- Stocks, Fixed Income, Environmentally Friendly Bonds, Property, Commodity Investments, Mutual Funds, Indices, ESG in Managing Government Wealth and Government Sponsored Funds, Future of ESG Investments. Asset Allocation and Portfolio Analysis--- Evaluation of Risk and Return for ESG Portfolios, Asset Allocation and Portfolio Analysis, Concept, and Use of Diversification and Hedging, Comparison of ESG Portfolios and Traditional Portfolios. Sustainability and Asset Pricing--Sustainable Capital Asset Pricing Model, ESG Integration in Value, Momentum, and Growth Factors. Sustainable Blue Economy--Classification of Blue Economy Sectors and Activities, Blue Economy and Small Nations and Coastal Communities.
Module 3(Credit 1) Carbon Credit and Mechanism	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand Carbon credit and its valuation 2. Apply the principles of carbon pricing 3. Explain carbon markets and carbon trading
Content Outline	• Essentials of Carbon Credit and its Valuation, Carbon Levies, Carbon Markets, Prospects of Carbon Pricing International Carbon Markets-- Overview of Climate Conferences – Kyoto and Paris Agreements, Global Emission Trading Platforms, EU-ETS, and other Markets, Comparative Assessment. Voluntary Carbon Market-- Carbon Calculation- Footprints, Verification of Carbon, Scopes 1-3 of Carbon Emissions, Carbon Offsetting Mechanism - Supply and Demand, International Offset Mechanisms. Carbon Offset Market--Voluntary Offsetting Market, Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) and its Tradable Instruments, Buying and Selling Offset Credits – Forward

	and Spot Sales. Global Offset Exchanges – Voluntary Carbon Emissions Offset Futures – Basis Markets. Emission Trading in India-- Performance Analysis, Energy Saving Certificates (ESCerts) and RECs Specifications, Trading of ESCerts and RECs on Energy Exchanges. Future Trends of Carbon Trading in India.
Module 4(Credit 1) Sustainable Reporting and Disclosure Practices	
Learning Outcomes	After learning the module, learners will be able to 1. Understand legal framework in sustainability reporting 2. Examine the significance of ESG disclosures 3. Compare ESG, SRI and Impact Investing
Content Outline	• Drivers of Sustainability Reporting, Global Reporting Initiative (GRI), Principles of Responsible Investment, Integrated Reporting Practices. Legal Framework. Conventions and Treaties-- Brundtland Commission, Kyoto Protocol, Bali Roadmap, UN Conference on Sustainable Development, UN Paris Agreement, COP26, COP27 Circular Economy Concept--10 R's, Progression towards a Circular Economy, Principles for Circular Economy. • Environmental, Social, and Governance Concept-- ESG Disclosures and their significance, Greenwashing, ESG Reporting Frameworks, Comparison of ESG, SRI, and Impact Investing

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Presentation	Climate Change and Finance
2	Case Study Analysis	Cases on decisions in Sustainable Finance including , Green Bonds and Climate Bonds Sustainable Investing and ESG Integration Carbon Credit Pricing and Transfer
3	Project	ESG Investing, ESG Funds

References

Textbooks

1) Schoenmaker, D., & Schramade, W. (2019). Principles of Sustainable Finance. Oxford University Press.
2) Labatt, S., & White, R. R. (2007). Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products. John Wiley & Sons, Inc. (Wiley Finance).
3) Krosinsky, C., Robins, N., & Viederman, S. (2012). Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership. John Wiley & Sons, Inc. (Wiley Finance).
4) Jeucken, M. (2001). Sustainable Finance and Banking: The Financial Sector and the Future of the Planet. Earthscan Publications Ltd.
5) Krosinsky, C., & Robins, N. (Eds.). (2008). Sustainable Investing: The Art of Long-Term Performance. Earthscan Publications Ltd.
6) Dikau, S., Oesingmann, K., & Thomä, J. (2020). The Principles of Green Finance. Greenleaf Publishing.

DSE 603 * - Cross culture HRM **– Discipline Specific Elective (Audit Course)**

Course Title	Cross culture HRM
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1. Understand and remember the differences between Domestic HR practices and International HRM practices. 2. Understand some of the key HR challenges facing organizations working internationally. 3. Understand and remember in detail the various international HR practices. 4. Understand and analyze various emerging trends, issues and challenges involved in managing people worldwide.
Module 1(Credit 1) Introduction to Cross-Cultural HRM	
Learning Outcomes	After learning the module, learners will be able to
	1. To provide students with a robust understanding of Cross-Culture HR practices and issues
Content Outline	• Introduction to Cross-Cultural HRM Meaning and functions of Cross-Culture HRM; Facets of the cross-cultural HRM function including global workforce planning and international assignee selection and management; Differences between Domestic and Cross-Cultural HRM; Key international HRM issues related to: Employee Participation, Work-Life Balance, Ethics in Business, Employee Contribution, Employee Safety, Apprenticeships, State Controlled Free Trade, Militant Unionism; Protectionist Perceptions and Impact on Cross-Cultural HR.
Module 2(Credit 1) Culture Concept and Elements of Culture	
Learning Outcomes	After learning the module, learners will be able to
	1. To provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues in MNCs and other organizations operating beyond their home markets.
Content Outline	• The Impact of Culture Concept and Elements of Culture; Cultural Environment and HRM: Dimensions of Culture; Hofstede's Cultural Dimensions, Individual perspectives; Language and Interpretation challenges, High and Low context cultures, Gender biases, Employee Behavior, interaction with social and governmental institutions, managing vendor and retail channels; Emerging and growing business centers and economies; Ubiquity of, and preference for, local norms and HR practices in Cross-

	Cultural HRM; Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.); Discrimination in policies; Diversity and Sensitivity Trainings; Leadership for Cross Cultural Workforce
Module 3(Credit 1) Multinational organization's performance and competitive advantage.	
Learning Outcomes	After learning the module, learners will be able to
	1. To sensitize how HR can contribute as a strategic partner in enhancing a multinational organization's performance and competitive advantage.
Content Outline	• Expatriates and Inpatriates in Global Workforce and their Management Factors supporting the creation of a globally mobile workforce; Expatriates and Inpatriates, Factors affecting movement decisions, specific requirements of expatriation and inpatriation movements; Approaches to cultural orientation and movement (ethnocentric, regiocentric, polycentric); Operating realities and availability of facilities and resources at home and non-home operations; Specific situations of women and special needs managers; Evaluating performance of "moved" employees; Evaluation biases, Needs and issues; Evaluating the impact of expatriation in performance and costs
Module 4(Credit 1) Cross-Culture HRM practices and emerging trends	
Learning Outcomes	After learning the module, learners will be able to
	1. To introduce ideas borrowed from ancient Indian Philosophy and texts for cross- cultural management
Content Outline	• Cross-Culture HRM practices and emerging trends & challenges in cross-culture HRM Cross-cultural Workforce Planning and Staffing; Cross-cultural Recruitment, Selection and Repatriation, managing diversity in hiring and other HR practices on an International HRM level; Cross-Cultural Training and Management Development; Issues related to International Compensation, Benefits and Taxes, , Reallocation Expenses, Value of Money, Base for Salary, Tax management, Productivity Stabilization Time; Cross-Cultural Employee Performance Management, Stereotyping and related cultural issues and managing their impact on employees; International Employment Law, Labor Standards and Ethics; International Employee Relations, Industrial Relations (IR) situations across different countries and cultures, Ethics in IR and employee management; Team management in Cross cultural HRM situations and MNCs; Issues in managing globally diverse and dispersed teams- cross cultural differences in Ethics and CSR, Employee activism in different cultures; HR and Cross-

	cultural HRM as a source of competitive advantage; Cross-cultural management in the Gig economy; Meeting the demands of international expansion

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1) Assignment on 'Ancient India and its relations with neighboring countries and an account of foreign travelers/court artists' writings on treatment of foreigners in Ancient India.
2) Case Analysis: Deloitte: Cultural Issues in Mergers and Acquisitions https://www2.deloitte.com/content/dam/Deloitte/us/Documents/mergers acqisitions/us-ma-consulting-cultural-issues-in-ma-01071. 236
3) Case Analysis: INSEAD case study: Apple & China (5.4- The Décor: Introducing Chinese Business Culture and Negotiation. https://flora.insead.edu/fichiersti wp/InseadEMCCCtheseswave13/80399.pdf
4) Class Discussion on Indian perspective on Cross-Cultural Management such as 'Vasudhaiva Kutumbakam'.

References

1) Trompenaars, F., & Hampden-Turner, C. (1998). Riding the Waves of Culture: Understanding Cultural Diversity in Global Business (2nd ed.).
2) Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and organizations: Software of the mind, third edition (3rd ed.). McGraw-Hill Professional.
3) Vivekanand, S. The East and the West.

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