



**SRI CHANDRASEKHARENDRA SARASWATHI**

**VISWA MAHAVIDYALAYA**

(University established under section 3 of UGC Act 1956)

(Accredited with 'A' Grade by NAAC)

Enathur, Kanchipuram – 631 561



**DEPARTMENT OF MANAGEMENT STUDIES**

**CURRICULUM AND SYLLABUS**

**(FULL TIME - SEMESTER PATTERN)**

**BACHELOR OF BUSINESS ADMINISTRATION**

**(Applicable for the Students admitted from 2024-25 onwards)**

## **Mahavidyalaya Vision**

To provide “quality higher education coupled with Indian Value system and at the same time make it affordable to all sections of the society irrespective of their social or economic standing”.

It is to identify innate talents of students and bring out their hidden potentialities and help in development of their all-round personality with value systems.

## **Mahavidyalaya Mission**

The mission is a holistic approach to higher education with academic standards consistent with an embedded value system, enriched by a dynamic process of synergy. The Mantra is “Educational Delight” of students engaged in study and faculty engaged in teaching and research in their journey Towards Excellence with Creativity.

To devise and implement schemes for effectively imparting proficiency in modern technology, at the same time instilling social responsibility and lofty value system enshrined in our culture.

To mould a new generation of universal citizens with confidence, Self-dependence, self-realization, scientific temper, professionalism, thirst of knowledge, and contentment by the fusion of Indian thought and modern scientific methodology, in higher education.

## **Department Vision and Mission**

### **Vision**

To become a premier school of management of international standards with emphasis on Indian Philosophy and Ethos

### **Mission**

**MS1:** Imparting fundamentals and practices in Business Administration and Management by focusing on application and research-oriented approach.

**MS2:** Inculcating skills and professionalism to gain a competitive edge in global market.

**MS3:** Transforming students as socially conscious managers, leaders and entrepreneurs with continuous learning.

## **Programme Educational Objectives (PEO's)**

BBA programme curriculum is designed to prepare them as post graduate students

**PEO 1:** To have a thorough understanding of the core aspects of the business by imparting theoretical, practical knowledge, problem-solving and leadership skills.

**PEO 2:** To create industry ready leaders by inculcating continuous learning, team work and social responsibility.

**PEO 3:** Graduates will possess research studies and professional competence.

## Mapping of Mission Statements (MS) with PEOs

1 – Slight, 2 – Moderate, 3 – Substantial

<b>MS/PEO</b>	<b>PE O1</b>	<b>P E O 2</b>	<b>P E O 3</b>
<b>MS1</b>	3	3	3
<b>MS2</b>	3	2	3
<b>MS3</b>	2	2	2

## Programme Outcomes (POs)

PO1	Graduates will demonstrate a comprehensive understanding of fundamental principles and practices of business and management.
PO2	Graduates will possess strong analytical and critical thinking skills by analysing the data to identify business problems, evaluate alternatives, and propose effective solutions.
PO3	Graduates will exhibit creativity and innovation in developing new business ideas.
PO4	Graduates will develop self-learning, self-confidence and effective communication skills along with leadership abilities, and effectively managing interpersonal relationships in diverse business settings.
PO5	Graduates will understand the importance of ethical behaviour, social responsibility, and human values in business practices. They will commit to lifelong learning, continually updating their knowledge and skills to adapt to the dynamic business environment while upholding integrity, empathy, and respect for others.

### **PROGRAMME SPECIFIC OUTCOMES:**

<b>PSO1</b>	Get familiarized with the core concepts of Business and Management
<b>PSO2</b>	Able to apply leadership principles to manage in a diverse and global business environment
<b>PSO3</b>	Exposure to real business situations through field work, Industrial visits and projects
<b>PSO4</b>	Demonstrate the ability to identify and evaluate ethical business practices
<b>PSO5</b>	Develop Managerial and Job Readiness Skills to take up career in Corporate

### **ELIGIBILITY FOR ADMISSION:**

Senior Secondary School Leaving Certificate or Higher Secondary (12th Grade) Certificate obtained after successful completion of Grade 12 or equivalent stage of education corresponding to Level-4.

### **DURATION OF THE PROGRAM:**

1. The program of study is Four years of Eight Semesters. A candidate shall complete his/her degree within four academic years from the date of his/her admission to the first semester.
2. Students who exit with a UG certificate or UG diploma are permitted to re-enter within three years and complete the degree programme
3. Students may be permitted to take a break from the study during the period of study but the total duration for completing the programme shall not exceed 7 years

### **MEDIUM OF INSTRUCTION**

The medium of instruction shall be English

### **ATTENDANCE**

To be eligible to appear for the university examinations a student must put in a minimum of 80% attendance without fail.

## **Course Registration for the Examination**

Registration for the end semester examination is mandatory for courses in the current semester as well as for the arrear courses failing which the candidate will not be permitted to move on to the next semester.

## **Mode of Study**

Candidates admitted under this Full-time programme should be available in the Institution during the entire duration of working hours (From Morning to Evening on Full-Time basis) for the curricular, co-curricular and extra-curricular activities. The candidates should not attend any other Full-time programme(s) / course(s) or take up any Full-Time job / Part-Time job in any Institution or company during the period of full-time programme. Violation of the above rules will result in cancellation of admission to the BBA programme.

## **STRUCTURE OF PROGRAMME**

The BBA programme shall have a curriculum with syllabi comprising of theory courses, practical courses, project work, internship, etc. that have been approved by the respective Board of Studies and Academic Council of the SCSVMV

The courses shall be categorized as follows:

Categories of courses:

1. Core Courses (CC)
2. Elective Courses (EC)

To facilitate students to have enough choice in electives, Discipline Elective Courses (DEC) have been further categorized as Value added Courses (VAC), Skill Enhancement Course (SEC), Open Elective Course (OEC), Multi-Disciplinary Elective course (MDE) and Ability Enhancement Course (AEC)

3. Field Work courses (FW) – Field work courses include Internship and Capstone Project.

## **Structure of the Course and Evaluation Pattern**

Internal Marks: 40

External Marks: 60

The duration of University examination for both theory and practical subjects shall be 3 hours. The maximum marks for each theory and practical course is 100. Continuous Internal Assessment (CIA) will be for 40 marks. The university theory examination will be conducted for 100 marks, which will be then converted to 60.

## **Summer Internship**

A key aspect of the new UG programme is induction into actual work situations. All students will also undergo internships / Apprenticeships in a firm, industry, or organization or Training in labs with faculty and researchers in their own or other HEIs / research institutions during the summer term. Students will be provided with opportunities for internships with local industry, business organizations, health and allied areas, local governments (such as panchayats, municipalities), Parliament or elected representatives, media organizations, artists, crafts persons, and a wide variety of organizations so that students may actively engage with the practical side of their learning and, as a by-product, further improve their employability. Students who wish to exit after the first two semesters will undergo a 4-credit work- based learning/internship during the summer term in order to get a UG Certificate.

## **REQUIREMENTS FOR THE COMPLETION OF THE SEMESTER**

The candidate who has fulfilled the following conditions shall be deemed to have satisfied the requirements for the completion of the semester.

1. He/ She secures not less than 80% of overall attendance in that semester taking into account the total number of periods in all courses put together attended by the candidate as against the total number of periods in all courses offered during that semester.
2. Condonation of attendance up to 10% is permitted on medical grounds. Relaxation in attendance is permitted up to 10% for the student who represents the university in sports and games. The above two relaxations cannot be taken concurrently.
3. Candidates with 69% - 50% attendance will not be permitted to write the examination (including practicals) in the current semester (sem-carry). Candidates with less than 50% attendance will not be permitted to write the examinations (including practicals). Such Candidates shall have to repeat the missed Semester by rejoining after completion of Final Semester of the course and paying the fee for the break of study as prescribed by the University from time to time.

## **REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER**

1. Candidates shall register for the First Semester Examination after the admission in the U.G. course.
2. Candidates shall be permitted to proceed from the First Semester up to Final Semester irrespective of their failure in any of the Semester examinations subject to the condition that the candidates should register for all the arrear subjects of earlier semesters along with current (subsequent) semester subjects.
3. Candidates shall be eligible to go to subsequent semester, only if they earn sufficient attendance as prescribed thereof by the University from time to time.

## **Assessment and Examination Procedure for Awarding Marks**

The BBA programme consists of Theory Courses, Practical courses, Major Project and Internship. Performance in each course of study shall be evaluated based on (i) Continuous Assessments (CA) throughout the semester and (ii) End semester Examination (ESE) at the end of the semester except for the courses which are evaluated based on continuous assessment only. Each course shall be evaluated for a maximum of 100 marks as shown below:

<b>Sl. No.</b>	<b>Category of Course</b>	<b>Continuous Assessment Marks</b>	<b>End semester Examination Marks</b>
1.	Theory	40	60
2.	Summer Internship	100	---
3.	Major Project	40	60

### **Research Project / Dissertation**

Students choosing a 4-Year Bachelor's degree (Honors with Research) are required to take up research projects under the guidance of a faculty member. The students are expected to complete the Research Project in the eighth semester. The research outcomes of their project work may be published in peer-reviewed journals or may be presented in conferences / seminars or may be patented

### **Other Activities:**

This component will include participation in activities related to National Service Scheme (NSS), adult education/literacy initiatives, mentoring school students, and other similar activities

### **Theory Courses**

For all theory courses out of 100 marks, the continuous assessment shall be 40 marks and the end semester examination shall be for 60 marks. However, the end semester examinations shall be conducted for 100 marks and the marks obtained shall be reduced to 60. The continuous assessment tests shall be conducted as per the schedule laid down in the academic schedule. Two tests shall be conducted for 40 marks each and reduced to 15 marks each. The total of the continuous assessment marks and the end semester examination marks shall be rounded off to the nearest integer.

The assessment pattern for awarding continuous assessment marks shall be as follows:

Sl. No.	Type	Max. Marks	Remarks
1	Test - I	15	Average of the two test marks
	Test - II	15	
2	Assignment / Case Analysis/ Seminar / Paper Presentation in Conference Comprehension / Activity based learning Class notes and Attendance	10	To be assessed by the Course Teacher based on any one type.
<b>Total</b>		40	Rounded off to the one decimal place

However, the assessment pattern for awarding the continuous assessment marks may be changed based on the nature of the course and is to be approved by the Head of the department.

### Substitute Assessment

A student who has missed one or more of assessment tests of a course other than the examinations for genuine reasons as accepted by the Head of the Department may take a substitute assessment for any one of the missed assessments. A student who wishes to have a substitute assessment for missed assessment must apply to the Head of the Department within two weeks from the date of the missed assessment.

### Major Project

The continuous assessment and end semester examination marks for Major Project Work and the Viva-Voce Examination shall be distributed as below.

Continuous Assessment (Max. 100 Marks)			End Semester Examination (Max. 100 Marks)				
Review I (Max. 30 Marks) - Internal	Review II (Max. 30 Marks) - Internal	Review III (Max. 40 Marks) Internal	Report Evaluation (Max. 60 Marks)			Viva - Voce (Max. 40 Marks)	
30	30	30	External Exr.	Internal Exr.	Guide	Int. Exr. 1	Ext. Exr. 2
			20	20	20	20	20

## Summer Internship

After completion of internship, the candidate shall also submit an internship report. A review committee shall be formed by Head of the Department consisting of two examiners and the guide. The assessment of internship work is to be done with the following apportionment.

<b>Continuous Assessment (Max. 100 Marks)</b>				
Weekly report Evaluation (Max 50 Marks)	Internship Report Evaluation (Max. 20 Marks)	Viva –Voce (Max. 30 Marks)		
Guide	Examiner 1 and 2 (INTERNAL)	Guide	Exr. 1 (INTERNAL)	Exr. 2 (INTERNAL)
50	20	10	10	10

## 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

Course code Definitions	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

#### 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 BBA

#### Research Program:

- a. **One year:** Under Graduate Certificate in Business Administration
- b. **Two years:** Under Graduate Diploma in Business Administration
- c. **Three years:** Bachelor in Business Administration (BBA)
- d. **Four years:** Bachelor in Business Administration with Honours: BBA (Honours) and Bachelor in Business Administration Honours with Research: BBA (Honours with Research)

#### Minimum Eligibility Criteria :

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

1. **BBA (Honours with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.
2. **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).

**SEMESTER WISE CREDIT DISTRIBUTION:**

**SEMESTER WISE CREDIT DISTRIBUTION OF PROPOSED BBA PROGRAM:**

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
I	11	06	02	02			21
II	11	06	02	02	02		23
III	13		02	02			17
IV	19			02	02		23
V	08				04	06	18
VI	06				06	06	18
<b>Total Credits</b>							<b>120</b>

*Semester wise Structure and Curriculum*

**SEMESTER - I**

<b>SEMESTER - I</b>						
<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	LT101/LH101/L S101	Tamil, Hindi, Sanskrit	3	-	-	3
2	LE101	English-Business Communication-I	3	-	-	3
3	BBAF231T10	Principles of Management	3	0	-	3
4	BBAF231T120	Fundamentals of Accounting	3	1	-	4
5	BBAF231T30	Managerial Economics	3	1	-	4
6	MDE11	Indian Knowledge System	2	0	-	2
7	VAC11	Constitution of India	2	-	-	2
<b>TOTAL</b>						<b>21</b>

**SEMESTER II**

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	LT201/LH201/ LS201	Tamil, Hindi, Sanskrit	3	-	-	3
2	LE201	English-II	3	-	-	3
3	BBAF232T10	Organizational Behaviour	4	0	-	4
4	BBAF232T20	Marketing Management	3	0	-	3
5	BBAF232T30	Business Statistics	3	1	-	4
6	VAC21	Environmental Science	2	-	-	2
7	SEC21	Emerging Technologies and application	1	-	2	2
8	MDE21	Media Literacy and Critical Thinking	1	1	0	2
<b>TOTAL</b>						<b>23</b>

An UNDER GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION will be awarded, if a student wishes to exit at the end of First year.

Exit Criteria after First Year of BBA Programme

The students shall have an option to exit after 1<sup>st</sup> year of Business Administration Program and will be awarded with a **UG Certificate in Business Administration**. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprentice-ship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO after the second semester of minimum 08 weeks of duration as decided by the respective University / Admitting Body.

The exiting students will clear the subject / submit the Internship Report as per the University schedule.

Re-entry Criteria in to Second Year (Third Semester)

The student who takes an exit after one year with an award of certificate may be allowed to re-enter in to Third Semester for completion of the BBA Program as per the respective University /Admitting Body schedule after earning requisite credits in the First year.

*SEMESTER III*

S. No.	Course Code	Course Title	L	T	P	Credit
1	BBAF233T10	Cost and Management Accounting	3	1	0	4
2	BBAF233T20	Legal and Ethical issues in business	3	0	0	3
3	BBAF233T30	Human Resource Management	3	0	0	3
4	MDE301	Indian Systems of Health and Wellness	1	1	0	2
5	VAC301	Yoga and Physical Fitness	0	0	4	2
6	BBAF233T40	Business environment	3	0	0	3
<b>TOTAL</b>						<b>17</b>

*SEMESTER IV*

S. No.	Course Code	Course Title	L	T	P	Credit
1	BBAF234T10	Entrepreneurship and Startup Ecosystem	3	1	0	4
2	BBAF234T20	Operations Management	3	1	0	4
3	BBAF234T30	Financial Management	3	1	0	4
4	BBAF234T40	Business Research methodology	3	1	0	4
5	VAC401	Basics in MS-Office	0	1	2	2
6	BBAF234T50	International Business	3	0	0	3
7	SEC401	Design Thinking and Innovation	1	1	0	2
8	SEC501	Internship/capstone Project ( evaluation in fifth semester)	-	-	-	0
<b>TOTAL</b>						<b>23</b>

**Note:**

1. At the end of the Fourth Semester every student shall undergo Summer **Training / Internship / Capstone for Eight Weeks in the industry**/Research or Academic Institute. This component will be evaluated during the fifth semester.
2. An **UNDER GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION**

will be  
awarded, if a student wishes to exit at the end of Second year.

### **Exit Criteria after Second Year of BBA Programme**

The students shall have an option to exit after 2<sup>nd</sup> year of Business Administration Program and will be awarded with a **UG Diploma in Business Administration**. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO / Capstone Project after the fourth semester of minimum 8 weeks of duration as decided by the respective University / Admitting Body.

The exiting students will clear the subject / submit the Internship Report as per the University / Admitting Body schedule.

### **Re-entry Criteria in to Third Year (Fifth Semester)**

The student who takes an exit after second year with an award of Diploma may be allowed to re-enter in to fifth Semester for completion of the BBA Program as per the respective University / Admitting Body schedule after earning requisite credits in the Second year.

*SEMESTER V*

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBAF235T10	Strategic Management	3	1	0	4
2	BBAF235ET20	Logistics and Supply Chain Management	3	1	0	4
3	BBAF235ET30	Discipline Specific Electives - I	3	0	0	3
4	BBAF235ET40	Discipline Specific Electives - II	3	0	0	3
5	SEC501	Internship/capstone Project	-	-	-	4
6	SEC502	Major Project [ evaluation in sixth semester	-	-	-	0
7	BBAF235ET70 *	Discipline Specific Elective (Audit Course)	3	1	0	0
<b>TOTAL</b>						<b>18</b>

**Note:** Discipline Elective in Finance/ Marketing/ HR/Business Analytics/Family Business/ Entrepreneurship/ Sports /Tourism and Travel Management

**\* Additional DSE as an Audit Course (Non Credit but compulsory) can be opted by the student.**

*SEMESTER VI*

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBAF236T10	Project Management	3	0	0	3
2	BBAF236T20	Business Taxation	3	0	0	3
3	BBAF236ET30	Discipline Specific Electives - III	3	0	0	3
4	BBAF236ET40	Discipline Specific Electives - IV	3	0	0	3
5	SEC601	Corporate Governance	2	0	0	2
6	SEC602	Major Project [Initiated in 5 <sup>th</sup> Semester]	-	-	-	4
7	BBAF236ET70*	Discipline Specific Elective (Audit Course)	3	1	0	0
<b>TOTAL</b>						<b>18</b>

**Note: 1) Discipline Elective in Finance/ Marketing/ HR/Business Analytics/ Family Business/Entrepreneurship/ Sports /Tourism and Travel Management**

**\*Additional DSE as an Audit Course (Non Credit but compulsory) can be opted by the student.**

**Note:**

1. BACHELOR IN BUSINESS ADMINISTRATION Degree will be awarded, if a student wishes to exit at the end of Third year.

Exit Criteria after Third Year of BBA Programme

The students shall have an option to exit after 3<sup>rd</sup> year of Business Administration Program and will be awarded with a Bachelor's in Business Administration.

Re-entry Criteria in to Fourth Year (Seventh Semester)

The student who takes an exit after third year with an award of BBA may be allowed to re-enter in to Seventh Semester for completion of the BBA (Honours) or BA (Honours with Research) Program as per the respective University / Admitting Body schedule after earning requisite credits in the Third year.

## **List of Discipline Specific Elective**

<b>S.No</b>	<b>Finance</b>	<b>Marketing</b>	<b>Human Resource Management</b>	<b>Supply chain Management</b>
1	Banking and Insurance	Consumer Behaviour	Talent acquisition and management	Logistics & Distribution Management
2	Financial Markets Products and Services	Sales Marketing	Training & Development	Quality Management and Business Process Improvement
3	Investment Analysis & Portfolio Management	Marketing of Services	Performance & Compensation Management	Project Management

# **SEMESTER –I**

## BBAF231T10 PRINCIPLES OF MANAGEMENT

### Course Objective (45 periods)

- To help the students gain understanding of the functions and responsibilities of managers.
- To provide them tools and techniques to be used in the performance of the managerial job.
- To enable them to analyze and understand the management principles and environment of the organization

### Unit I (9)

Definition – Features of Management – Administration vs. Management – Management a Science or Art? – Management Principles and their nature, Universality of Management Principles - The functional approach, levels of Management – Pioneers of Modern Management – F.W. Taylor, Henry Fayol, Elton Mayo, M.P. Follett, Chester Bernard – Douglas McGregor

### Unit II (9)

Planning and Decision Making Meaning – Characteristics – Planning Process – Types of Plans Objectives – M.B.O. Policies – Procedures – Methods – Rules – Programmes and Schedule Budgets – Forecasting – Elements – Techniques - Decision-Making – Definition – Nature and Types of Decisions – Process

### Unit III (9)

Meaning – Principles of Organisation – Departmentation – Methods – Span of Management – Forms of Organizational Structure – Concepts of Authority and responsibility – Delegation and Decentralization of Authorities – Centralization vs. Decentralization – Line and Staff Relations

### Unit IV (9)

Meaning – Manpower Planning – Aim and Objectives – Steps in manpower Planning – Recruitment - Selection – Training – Performance Evaluation - Executive Development

### Unit V (9)

Definition – Principles and Elements of Directions– Communication – Motivation – Meaning – Theories of Motivation – Maslow, Herzberg, ERG and Path Goal Theories - Leadership – Types of Leaders – Qualities of Good Leaders - Importance of Controlling – Steps in Controlling – Essentials of Control – Control Techniques

### Text Books:

1. P.C. Tripathi and P.N. Reddy, Principles of Management, McGraw-Hill Education, 6<sup>th</sup> Edition, 2017.
2. L.M. Prasad, Management: Principles and Practices, Sultan Chand & Sons, 8<sup>th</sup> Edition, 2017
3. Harold Koontz and Heinz Weihrich, with contributions by Jit S. Chandan, Essentials of Management: An International, Innovation, and Leadership Perspective, McGraw-Hill Education, 10<sup>th</sup> Edition, 2015.

**References:**

1. Harold Koontz and Heinz Weihrich, Principles of Management, McGraw-Hill Education, 12<sup>th</sup> Edition ,2008
2. Andrew J. DuBrin, Essentials of Management, Cengage Learning, 10<sup>th</sup> Edition,2016.
3. James A.F. Stoner, R. Edward Freeman, and Daniel R. Gilbert Jr, Management, Prentice Hall, 6<sup>th</sup> Edition,2015

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> To demonstrate a deeper understanding of management theories and principles.	K2
2	<b>CO2:</b> To analyze the impact of management decisions on organizational performance	K4
3	<b>CO3:</b> To design and propose organizational structures and systems	K3
4	<b>CO4:</b> To develop strategies for effective recruitment, selection, and onboarding of employees	K6
5	<b>CO5:</b> To create innovative leadership approaches to inspire and motivate diverse teams	K6
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

**Mapping with Programme Outcomes**

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	S	L
CO2	S	S	M	S	S
CO3	S	S	S	M	L
CO4	S	S	S	L	L
CO5	S	S	S	S	S

\*S-Strong; M-Medium; L-Low

## **BBAF231T120 Fundamentals of Accounting**

### **Course Objective**

**(60 periods)**

- To help the students gain understanding of the Accounting
- To provide them tools and techniques to be used in the final account's preparation
- To enable them to analyze and understand the Depreciation

### **Unit I**

**(12)**

Meaning and Scope of Accounting, Basic Accounting concepts and conventions – Objectives of Accounting – Accounting Transactions – Double Entry Book Keeping – Journal, Ledger, Preparation of Trial Balance – Preparation of Cash Book

### **Unit II**

**(12)**

Preparation of Final Accounts of a sole trading concern – Adjustments Receipt and Payments Account, Income and Expenditure Account and Balance sheet of Non Trading Organisations.

### **Unit III**

**(12)**

Average due date – Account Current Classification of Errors – Rectification of Errors – Preparation of Suspense Account Bank Reconciliation Statement

### **Unit IV**

**(12)**

Depreciation – Meaning, causes, Types – Straight Line Method – Written Down Value Method, Insurance Policy Method, Sinking Fund Method & Annuity Method, Insurance Claims – Average Clause (Loss of Stock & Loss of Profit)

### **Unit V**

**(12)**

Single Entry – Meaning, Features, Defects, Difference between Single Entry and Double Entry System – Statement of Affairs Method – Conversion Method

### **Text Books:**

1. P.C. Tulsian and Bharat Tulsian, Financial Accounting, S. Chand Publishing, 12<sup>th</sup> Edition, 2019
2. S.N. Maheshwari and S.K. Maheshwari, Financial Accounting, Vikas Publishing House, 6<sup>th</sup> Edition, 2020.
3. M.E. Thukaram Rao, Accounting for Management, New Age International Publishers, 12<sup>th</sup> Edition, 2013

**Reference:**

1. Ken Trotman and Michael Gibbins, Financial Accounting: An Integrated Approach, Cengage Learning, 6<sup>th</sup> Edition, 2017
2. Robert Kemp and Jeffrey Waybright, Financial Accounting: Global Edition, Pearson, 3<sup>rd</sup> Edition, 2019
3. Barry Elliott and Jamie Elliott, Financial Accounting and Reporting, Pearson Education, 18<sup>th</sup> Edition, 2017

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> To understand the basic concepts of accounting	K2
2	<b>CO2:</b> To apply the trial balance in preparing income statement and balance sheet	K3
3	<b>CO3:</b> To analyze the accounting error and its rectification and prepare bank reconciliation	K4
4	<b>CO4:</b> To apply the method of depreciation and insurance claims	K3
5	<b>CO5:</b> To differentiate between single entry and double entry system	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

**Mapping with Programme Outcomes**

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	L	L	L	L
CO2	S	S	L	S	L
CO3	S	S	L	S	L
CO4	S	S	L	S	L
CO5	S	L	L	L	L

\*S-Strong; M-Medium; L-Low

## **BBAF231T30 Managerial Economics**

### **Course Objective**

**(60 periods)**

- To enable the students to analyze and understand the To provide a thorough understanding of the basic principles of the economics and its applications.
- This course is to acquaint students of the Indian Economy, present and future of Indian Economics, and how the Indian Economy is influencing the business environment in Indian context

### **Unit I**

**(12)**

Definition of Economics - Wealth – Welfare – Definitions – Definition as a science choice of Decision making – Economics – Science or Art – Positive science – Normative science – Scope of Economics – Micro and Macro Economics

### **Unit II**

**(12)**

Utility – Approaches to Utility Analysis – Law of Diminishing Marginal Utility – Exception to the Law – Consumer Surplus – Consumer Equilibrium – Law of Equi Marginal Utility – Indifference curve – Marginal rate of Substitution – Proportion of indifference curve

### **Unit III**

**(12)**

Demand – Basics – Theory of Demand – Elasticity of Demand – Exception to the Law of Demand – Supply – Law of Supply – Factors of Production – Production Function – Law of Variable Proportion – Law of Return to Scale

### **Unit IV**

**(12)**

Types of costs – Short run and Long run Cost behaviour – Revenue concepts – Break Even Analysis – Limitations, Market – Basics – Types of Markets – Monopoly – Monopolistic – Oligopoly – Perfect Competition, Concept of National Income- Measurement of National Income, Monetary Policy and Fiscal Policy.

### **Unit V**

**(12)**

Economic reforms- Liberalization- Privatization- Disinvestment- Globalization, Demographic trends in India, Absolute and Relative Poverty- measurement of Below Poverty Line- Causes of Poverty- Poverty Alleviation Programme-Human Development Index-Gini Index-Sectoral Classification of Indian Economy- Direct and Indirect Tax, Inflation and Deflation

### **Text Books:**

1. Mote V.L., Paul Samuel, and G.S. Gupta, Managerial Economics: Concepts and Cases, McGraw-Hill Education, 41<sup>th</sup> Edition, 2020
2. H.L. Ahuja, Managerial Economics S. Chand & Company Ltd, 21<sup>st</sup> Edition, 2017.
3. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 8<sup>th</sup> Edition, 2015

## References:

1. Michael R. Baye and Jeff Prince, Managerial Economics and Business Strategy, McGraw-Hill Education, 9<sup>th</sup> Edition, 2017.
2. James R. McGuigan, R. Charles Moyer, and Frederick H. deB. Harris, Managerial Economics: Applications, Strategy, and Tactics, Cengage Learning, 13<sup>th</sup> Edition, 2013.
3. Mark Hirschey and Eric Bentzen, Managerial Economics, Cengage Learning, 12<sup>th</sup> edition, 2016.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> To understand the concepts of economics and analyze its nature	K1
2	<b>CO2:</b> To analyze the concept of utility and apply the marginal rate of substitution	K4
3	<b>CO3:</b> To analyze the law of demand and factors of production	K4
4	<b>CO4:</b> To analyze the behavior of cost and evaluate market structure	K4
5	<b>CO5:</b> To understand the importance of LPG and other macro components	K1
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

## Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	L	L	L
CO2	S	S	L	L	L
CO3	S	S	L	L	L
CO4	S	S	M	L	L
CO5	S	L	L	L	L

\*S-Strong; M-Medium; L-Low

# MDE11 INDIAN KNOWLEDGE SYSTEM

(30 periods)

## Course Objectives:

1. Understand the fundamentals of Indian knowledge systems.
2. Explore the relevance of ancient Indian wisdom in modern management.
3. Integrate traditional Indian practices with contemporary business strategies.
4. Develop a holistic and ethical approach to business management.

### **Unit 1: Introduction to Indian Knowledge Systems (10)**

Definition and Overview of Indian Knowledge Systems -Scope - The concepts of Dharma -The law of Karma- Responsibilities of an individual towards oneself and society, at various stages of Life

### **Unit 2: Value System (10)**

Values: Meaning - Features - Indian conception of Values - Importance of Indian Value system for Work Culture

### **Unit 3: Ethics and Values in Management (10)**

Dharma and its relevance in business ethics- Values from Bhagavad Gita and their application in management- Traditional Indian views on social responsibility-Modern applications of CSR in Indian and global contexts -Influence of Indian knowledge systems on global business practices

## Text Books

1. Mahadevan, B., Vinayak Rajat Pavana, Nagendra. (2022). Introduction to Indian knowledge system: Concepts and applications. PHI Learning.
2. Kapoor, K. (2005b). Indian Knowledge Systems. D.K. Printworld.

## Reference books

1. Kautilya, & Shama Sastri, R. (2020). Kautilya's Arthashastra. Global Vision Publishing House.
2. Khandelwal N.M. (2009) Indian Ethos & Values for Management, Himalayan Publishing House
3. Ghosh Biswanath (2006) Ethics in Management and Indian Ethos, Vikas Publishing House Pvt

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> To gain insights into the significance of ancient Indian texts, such as the Vedas, Upanishads, and classical literature in shaping Indian thought	K2
2	<b>CO2:</b> To understand the core philosophical concepts and ethical principles in Indian thought, including Dharma, Karma, and the pursuit of Moksha (liberation)	K2
3	<b>CO3:</b> To develop critical thinking and analytical skills by engaging with primary texts and scholarly interpretations of Indian knowledge systems	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	L	S	S
CO2	S	S	L	S	S
CO3	S	S	M	S	S

\*S-Strong; M-Medium; L-Low

## VAC11 Constitution of India

(30 Periods)

### Unit I

Constitution' meaning of the term, Indian Constitution: Sources and constitutional history, Features: Citizenship, Preamble, Fundamental Rights and Duties, Directive Principles of State Policy

### Unit II

Structure of the Indian Union: Federalism, Centre- State relationship, President: Role, power and position, PM and Council of ministers, Cabinet and Central Secretariat, Lok Sabha, Rajya Sabha Governor: Role and Position, CM and Council of ministers, State Secretariat: Organization, Structure and Functions

### Unit III

Municipalities: Introduction, Mayor and role of Elected Representative, CEO of Municipal Corporation  
Village level: Role of Elected and Appointed officials, Importance of grass root democracy

### Text Books

- "The Constitution of India" by P.M. Bakshi - 19th Edition, published in 2023-24
- "Introduction to the Constitution of India" by D.D. Basu - Latest edition, updated in 2023

### Reference books

- Constitution of India - Revised and Updated Syllabus by Dr.P.K.Agrawal, IAS(Retd.),Dr.K.N.Chaturvedi & Shri.V.N.Khare 2022-2023

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> To gain comprehensive knowledge of the history, philosophy, and evolution of the Indian Constitution	K1
2	<b>CO2:</b> To understand the Preamble, fundamental rights, fundamental duties, and directive principles of state policy	K2
3	<b>CO3:</b> To gain in-depth knowledge of the constitutional positions of the President, Prime Minister, Chief Minister, and Governor	K1
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	L	L	L	L
CO2	S	L	L	M	S
CO3	S	L	L	L	L

\*S-Strong; M-Medium; L-Low

# **SEMESTER –II**

## **BBAF232T10 Organizational Behaviour**

### **Course Objectives**

**60 Periods**

- Gain a solid understanding of human behaviour in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.
- Familiarize students with contemporary organizational behaviour theories and help them to understand predict and manage people better.
- Acquaint the students with the fundamentals of managing a business.
- Understand individual and group behaviour at work place to improve the effectiveness of an organization.

### **Unit I**

**(12)**

Introduction to Organizational Behaviour – Need for Organizational Behaviour – Nature and Scope of OB – SOBC Model – Behaviour Modification – Meaning and Importance. Organizational Culture - Meaning – Need – Importance – Elements.

### **Unit II**

**(12)**

Personality – Definition – Theories of Personality – Factors influencing Personality. Perception– Definition – Perception Process – Factors influencing Perception – Perceptual Selectivity, Perceptual Grouping, Perceptual Context, Perceptual Defense. Learning: – Definition – Learning Process – Factors influencing Learning

### **Unit III**

**(12)**

Group Dynamics – Types of Groups – Group Norms – Cohesiveness – Features of Cohesive Groups– Factors affecting Group Cohesiveness – Effects of Group Cohesiveness. Conflict – Meaning – Features – Role Conflict – Goal Conflict – Inter-Personal Conflict – Inter-Group Conflict – Horizontal Conflict – Vertical Hierarchical Conflict.

### **Unit IV**

**(12)**

Leadership: Concept of Leadership – Theories of Leadership – Leadership Styles – Power and Politics – Negotiation – Meaning - Process

### **Unit V**

**(12)**

Organizational Change and Development: Change – Meaning – Need – Importance – Process. Organizational Development (OD) - Meaning – Need – Importance – Process – Intervention Techniques

### **Text Book**

1. K. Aswathappa, Organisational Behaviour, Himalaya Publishing House, 12<sup>th</sup> Edition, 2019
2. S.S. Khanka, Organisational Behaviour, S. Chand Publishing, 4<sup>th</sup> edition, 2016.
3. P. Subba Rao, Organisational Behaviour, Himalaya Publishing House, 5<sup>th</sup> Edition, 2016

**Reference Book**

1. Stephen P. Robbins and Timothy A. Judge, *Organizational Behavior*, Pearson, 18<sup>th</sup> edition, 2019.
2. Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson, *Organizational Behavior: Improving Performance and Commitment in the Workplace*, McGraw-Hill Education, 6<sup>th</sup> Edition, 2019
3. Debra L. Nelson, James Campbell Quick, and Jonathan L. Quick, *Organizational Behavior: Science, The Real World, and You*, Cengage Learning, 9<sup>th</sup> Edition, 2014.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> To gain a comprehensive understanding of the key concepts, theories, and models of organizational behavior	K2
2	<b>CO2:</b> To analyze the influence of personality and perception on individual behavior in organizations	K4
3	<b>CO3:</b> To explore the dynamics of group behavior, including group formation, development, and roles	K1
4	<b>CO4:</b> To study various leadership styles and theories, and their impact on employee behavior and organizational outcomes	K5
5	<b>CO5:</b> To enhance critical thinking and analytical skills through the examination of case studies and real-world examples	K6
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

**Mapping with Programme Outcomes**

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	L
CO2	S	S	M	S	S
CO3	S	S	M	S	S
CO4	S	S	M	S	S
CO5	L	S	S	S	M

\*S-Strong; M-Medium; L-Low

## BBAF232T20 MARKETING MANAGEMENT

### Course Objective

(45 Periods)

- To help the students gain understanding of the product management.
- To provide them tools and techniques to be used to know the distribution management.
- To impart knowledge on basic concepts of marketing and create an analytical inquisitiveness in marketing among the students.

### Unit I

(9)

**Introduction** – definition, significance and objectives of marketing. Marketing concepts and approaches to the study of marketing. Marketing mix, marketing organization and functions of marketing executives – Market segmentation and buyer behaviour – importance and basis of market segmentation. Buyer behaviour: - buying motives.

### Unit II

(9)

**The product** - meaning – Importance of product management – Innovation – Development of new products. Causes for the new products success or failure; product mix and product line - Concept of product life cycle. Branding and Packaging, Labeling, Trademark and Warranties

### Unit III

(9)

**The Price** – Meaning and Importance of price. Pricing objectives; factors influencing price determinations – Pricing policies and strategies

### Unit IV

(9)

**Physical Distribution** – Significance, Objectives and elements of physical distribution, Importance of physical distribution management. The effective use of physical distribution – Marketing channels – importance – selection and evaluation of channels

### Unit V

(9)

**Promotion** – purpose of sales Promotion – Major promotion – consumer promotion – trade promotion – decision in sales promotion – tools of sales promotion program – pre testing – implementation sale force promotion – developing the sales promotion in India and control – evaluation – growth of sales.

**Text Books:**

1. Philip Kotler, Kevin Lane Keller, and Alexander Chernev, Marketing Management, Pearson, 16th Edition,2019
2. Ramaswamy V.S. and Namakumari S, Marketing Management, McGraw Hill Education, 6th edition,2018.
3. Tapan Panda, Marketing Management, McGraw Hill Education. 5th edition,2016

**Reference Books:**

1. Philip Kotler and Gary Armstrong, Principles of Marketing, Pearson, 18th edition,2020.
2. Philip Kotler and Kevin Lane Keller, Marketing Management, Pearson, 15th edition,2018

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> To gain a comprehensive understanding of fundamental marketing concept	K2
2	<b>CO2:</b> To develop skills in conducting market research to identify customer needs, market trends, and competitive landscape	K6
3	<b>CO3:</b> To apply knowledge of various pricing strategies and their impact on consumer behavior and business profitability	K3
4	<b>CO4:</b> To learn strategies for managing relationships with channel partners and optimizing distribution networks	K2
5	<b>CO5:</b> To analyze the impact of sales promotion on consumer behavior and decision-making processes	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

3. Gary Armstrong and Philip Kotler, Marketing, Pearson, 13th edition,2019.

**Mapping with Programme Outcomes**

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	L	L	L	L
CO2	S	S	S	M	L
CO3	S	S	S	M	L
CO4	S	M	M	S	S
CO5	S	S	S	S	M

\*S-Strong; M-Medium; L-Low

## **BBAF232T30 Business Statistics**

### **Unit 1: Matrices**

Introduction- Symmetric Skew-Symmetric Conjugate of a matrix-Hermitian and Skew Hermitian-Orthogonal and Unitary matrices (only definition) Rank of a matrix Condition for consistency-Cayley Hamilton theorem (without proof) Verification and computation of inverse matrix- Eigen roots and eigen vectors

### **Unit 2: Basic Probability:**

Probability spaces, conditional probability, Independent random variables, sums of independent random variables, Bayes' Theorem

### **Unit 3: Data Collection and Measures of Central Tendency**

Introduction to Data – Grouping and Displaying of Data – Frequency Distribution Construction and Characteristics - Graphical Representation of Frequency Distribution - Histogram, Polygon, Ogives, Pie charts. Measures of Central Tendency - Average – Mean – Characteristics of a typical average – Computation of Mean, Median, Mode, Geometric Mean and Harmonic Mean

### **Unit 4: Measures of dispersion and Correlation and regression**

Measures of dispersion – Range, Mean deviation, Quartile deviation and Standard deviation, Moments, skewness and Kurtosis, Correlation and regression – Rank correlation.

### **Unit 5: Time Series Analysis**

Time series analysis - Secular trend - Measurement of seasonal variations - Cyclical variations: Residual method - Direct method - Reference cycle analysis - Harmonic analysis.

**Text Books:**

[1] B.S. Grewal, Higher Engineering Mathematics, Khanna Publishers, 35th Edition, 2000.

Unit 1 - Chapter 2 (1,4,5,7,10,11,13)

[2] S.P. Gupta, Statistical Methods, 31<sup>st</sup> edition, Sultan chand and sons, New Delhi, 2002.

Unit 2 - Chapter 1 - vol 2

Unit 3 - Chapter 5,6,7 – vol 1

Unit 4 - Chapter 8,9,10 – vol 1

Unit 5 - Chapter 14 – vol 1

**Reference Books**

- Gupta, S. P. and Gupta. M. P. - Business Statistics - Sultan Chand, New Delhi
- Srivastava, U.K., Shenoy, G.V., Sharma, S.C. - Quantitative Techniques for Managerial Decision - New Age International (P) Ltd, New Delhi
- T. Veerarajan, Probability, Statistics and Random Processes, Third edition, Tata McGraw- Hill, New Delhi, 2010.
- Erwin Kreyszig, Advanced Engineering Mathematics, 9th Edition, John Wiley & Sons, 2006.

## SEC21 Emerging Technologies and Application

(30 periods)

### Course Objectives:

1. Understand and navigate the interfaces of MS Excel and MS Access.
2. Utilize Excel functions and formulas for data analysis.
3. Create and customize charts and graphs in Excel.
4. Design and manage databases in Access.
5. Develop practical projects demonstrating their proficiency in Excel and Access.

### Unit 1: Introduction to MS Excel (10)

Overview of the Excel – Ribbon- Worksheets-Workbooks- basic cell operations: Selecting, Editing, and Formatting Cells - basic formulas and functions

### Unit 2: Advanced Excel Functions (10)

Data Entry Techniques: Autofill-Flash Fill-Custom Lists- Formatting Data- Logical Functions- Sorting and Filtering Data-Creating Charts- Pivot table

### Unit 3: MS Access (10)

Overview of MS Access Interface- Tables, Queries, Forms, Reports- Creating a New Database- Designing Tables, Setting Primary Keys- Data Entry in Access- Table Design View

### Text Book

1. Alexander, M., Kusleika, R., & Walkenbach, J. (2018). Excel 2019 Bible. *Wiley*.
2. Harvey, G. (2019). Excel 2019 all-in-one for dummies. *For Dummies*.
3. Sharma, P. K., & Gupta, S. (2018). Database Management System (DBMS): Concepts and Practical Approach. *Katson Books*.

### Reference Book

1. Winston, W. (2019). Microsoft Excel data analysis and business modeling (6th ed.). Microsoft Press.
2. Bright, P. S. (2019). MS Access and SQL Server: Crash Course for Beginners. XYZ Publications.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> To gain proficiency in basic Excel functions, including entering data, formatting cells, and navigating worksheets	K2
2	<b>CO2:</b> To learn how to sort, filter, and organize data efficiently	K2
3	<b>CO3:</b> To understand how to use PivotTables and Pivot Charts for dynamic data analysis	K3
4	<b>CO4:</b> To develop problem-solving skills by applying Excel functions and tools to real-world scenarios	K6
5	<b>CO5:</b> To gain a fundamental understanding of database concepts and the role of MS Access in database management	K2
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	L	L	L	L
CO2	S	S	M	S	L
CO3	S	S	M	S	L

\*S-Strong; M-Medium; L-Low

## MDE21 MEDIA LITERACY AND CRITICAL THINKING

(30 periods)

### Course Objectives:

1. Develop critical thinking skills to evaluate media messages.
2. Understand the role and impact of media in business and society.
3. Analyze various forms of media and their influence on public perception.
4. Create effective and ethical media communication strategies.
5. Enhance media literacy to navigate the digital information landscape.

### Unit 1: Introduction to Media Literacy (10)

Definition and importance of media literacy - Evolution of media- Key concepts and frameworks- Types of media: print, broadcast, digital.

### Unit 2: Critical Thinking Skills (10)

Definition and components of critical thinking- Logical reasoning and argumentation- Common logical fallacies- Distinguishing fact from opinion

### Unit 3: Media Influence on Business and Society (10)

Media's Role in Shaping Public Opinion- Ethics in journalism and media production- Ethical dilemmas in digital media- Emerging trends in media and technology

### Text book

1. Potter, W. J. (2019). *Media Literacy* (9th ed.). SAGE Publications.
2. Paul, R., & Elder, L. (2014). *Critical thinking: Tools for taking charge of your professional and personal life* (2nd ed.). Pearson Education.

### Reference Book

1. Wiesinger, S., & Leu, D. (2018). *Digital literacy: A primer on media, identity, and the evolution of technology*. Routledge.
2. Kovach, B., & Rosenstiel, T. (2021). *The elements of journalism: What newspeople should know and the public should expect* (4th ed.). Crown.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> To gain a comprehensive understanding of different types of media, including print, broadcast, digital, and social media	K2
2	<b>CO2:</b> To develop skills in analyzing media messages, identifying underlying themes, biases, and assumptions	K6
3	<b>CO3:</b> To understand how media influences public opinion and societal norms	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	L	L	L	L
CO2	S	S	S	S	S
CO3	L	S	L	S	S

\*S-Strong; M-Medium; L-Low

# **SEMESTER –III**

## **BBAF233T10 COST AND MANAGEMENT ACCOUNTING**

**(60 periods)**

### **Course Objectives:**

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

### **Unit-I: Introduction to Cost and management accounting (15)**

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.

### **Unit II: Marginal Costing and Budgetary control (15)**

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

### **Unit-III: Financial Statement Analysis (15)**

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.

**Unit-IV: Cash flow statement and Management Reporting (15)**

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

**Text Books (Latest Edition):**

Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.

Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.

Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.

Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.

Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House

Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Interpret the relevant theories of cost and management accounting and prepare Cost sheet and quotations	K2 & K3
2	<b>CO2:</b> Ascertain Material and Labor cost, allocation and apportionment of overheads.	K3
3	<b>CO3:</b> Interpret the financial statements for managerial decision making and preparation of management reports	K4
4	<b>CO4:</b> Students will be able to prepare cash flow statements with necessary adjustments and analyze cash inflows and outflows for effective decision-making in management reporting.	K3 & K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	L
CO2	S	S	L	L	L
CO3	S	S	M	M	L
CO4	S	S	M	M	L

\*S-Strong; M-Medium; L-Low

## **BBAF233T20 LEGAL AND ETHICAL ISSUES IN BUSINESS (45 periods)**

### **Course Objectives:**

1. The course aims to provide students with the understanding of key legal and ethical issues in the business context of India
2. The course will help students analyze ethical dilemmas in business decisions
3. The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisations.
4. The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethics

### **Unit 1: Introduction to Business Law (11)**

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

### **Unit 2: Sales and Leases (11)**

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.

### **Unit 3: Introduction to Business Ethics (11)**

The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business; Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.

## **Unit 4: The Ethical Decision-making process**

**(12)**

Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making; Ethical aspects in Bhagvat Gita; Kautaliya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution.

### **Text Books (Latest Edition):**

1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing.
2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson
3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.
4. Vivekanand, S. To the Youth of India. Advaita Ashrama.

### **References:**

1. Ratan Tata: Ethical Leadership| By: Ashok K. Dua, Sumita Rai| Ivey Publishing|
2. Mascarenhas, A. J. O. et al. (2019). J.R.D. Tata: Orations on Business Ethics. Rupa Publications India
3. Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev., 12, 51.
4. Vivekanand, S. (2022) Karam Yoga: The Yoga of action. Sanage Publishing House LLP
5. Vivekanand, S. (2015): Lectures on Bhagavad Gita. CreateSpace Independent Publishing Platform
6. Laasch, O. (2022). Principles of Management. Sage Textbook

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Recall major laws and regulations and ethical principles that guide business conduct.	K1 & K2
2	<b>CO2:</b> Analyse case studies to identify legal and ethical challenges within business operations.	K4
3	<b>CO3:</b> Evaluate the effectiveness of existing legal frameworks in governing business practices	K5
4	<b>CO4:</b> Applying ethical principles in decision making	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	S
CO2	S	S	L	M	S
CO3	S	S	L	M	S
CO4	M	M	L	M	S

\*S-Strong; M-Medium; L-Low

## **BBAF233T30 HUMAN RESOURCE MANAGEMENT (45 periods)**

### **Course Objective(s):**

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

### **Unit 1: The Nature of HRM (11)**

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

### **Unit 2: Plan, Acquire, Develop, Career Management (11)**

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

### **Unit 3: Engagement, Performance, compensation management, Industrial Relations, Compliance, Employment relations (11)**

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

#### **Unit 4: Technology, HR Analytics, Innovation**

**(12)**

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

#### **Text Books (Latest Editions):**

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

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Analyze all HR Functions like recruitment selection, performance management, compensation benefit, Training and Development and Career Management/Talent Management	K4
2	<b>CO2:</b> Apply HR analytics, HR with innovation	K3
3	<b>CO3:</b> Create sustainable goals with diversity, Inclusion and wellness	K6
4	<b>CO4:</b> Analyze the role of technology and HR analytics in driving innovative human resource practices across various sectors	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	M	M
CO2	S	S	S	M	M
CO3	M	M	S	M	S
CO4	S	S	S	M	M

\*S-Strong; M-Medium; L-Low

# **MDE 301 INDIAN SYSTEMS OF HEALTH AND WELLNESS**

**(30 periods)**

## **Course Objective(s):**

1. To understand the importance of a healthy lifestyle
2. To familiarize students about physical and mental health
3. To create an awareness of various lifestyle related diseases
4. To provide understanding of stress management

## **Unit 1: Introduction to Health & Wellness (10)**

- 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

## **Unit 2: Mind Body and Well-Being (5)**

- Mind body connection in health – concept and relation
- Implications of mind-body connection
- Wellbeing – why it matters?
- Digital wellbeing

## **Unit 3: Deficiency & Diseases (5)**

- Malnutrition, under nutrition and over nutrition
- Body system and common diseases
- Sedentary lifestyle and risk of disease
- Modern lifestyle and associated health risks

#### **Unit 4 : Indian system of well being**

**(10)**

- Health beliefs of India
- Health systems in India – AYUSH.
- Perspective of indigenous people towards health
- Happiness and well-being in India

#### **Text Books / References:**

- Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge
- C. Nyambichu & Jeff Lumiri, , Lifestyle Disease: Lifestyle Disease management

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Explain the concept and nature of health, wellness and its various implications	K2
2	<b>CO2:</b> Demonstrate adequate knowledge on well-being and promotion of healthy behavior.	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	M	S
CO2	S	M	M	S	S

\*S-Strong; M-Medium; L-Low

## VAC 301 YOGA AND PHYSICAL FITNESS

### Course Objective(s):

1. Understand yoga's significance and its practical applications for holistic well-being.
2. Explore subtle energy systems and their role in enhancing health through yogic practices.
3. Examine various paths of yoga to foster self-realization and spiritual growth.
4. Master the Eight Limbs of Yoga for physical, mental, and spiritual harmony.
5. Apply yogic principles to manage psycho-somatic ailments and promote resilience.

### Unit-I

- Yoga: Meaning and definition
- Importance of yoga in 21st century
- Introduction to Yogic Anatomy and Physiology
- Yoga & sports, Yoga for healthy lifestyle
- Types of Yoga: - Hatha yaga, laya yoga, mantra yoga,
- bhakti yoga, karma yoga, jnana yoga, raj yoga
- Study of Chakras, Koshas, Pranas, Nadis, Gunas, Vayus and its application in Yogic practices.
- Ashtang Yoga: - Yama, niyama, asana, pranayama, Pratyahar, dharna, dhyana, Samadhi : Benefits, Utilities & their psychological impact on body and mind. According to yoga concept of normality in modern psychology, concept of personality & its development, yogic management of psycho-somatic ailments: frustration, anxiety, depression

### Unit- 2

- Sports for Physical Fitness: Meaning and definition
- Physical Activity – Concept, Benefits of Participation in Physical Activities
- Components and Significance of Physical Fitness -Health, Skill and Cosmetic Fitness
- Types of Physical Activities – Walking, Jogging, Running, Calisthenics, Rope Skipping, Cycling, Swimming, Circuit Training, Weight training, Adventure Sports
- Principles of Physical Fitness, Warming Up, Conditioning, Cooling Down, Methods to Develop and Measure Health and Skill related

## components of Physical Fitness

- Measurement of Health Related Physical Fitness (HRPF)

### *Unit -3*

- Physical Wellness: Concept, Components
- Types of wellness: psychological, social, emotional, and spiritual.
- Significance with reference to Positive Lifestyle 2.2
- Concepts of Quality of Life and Body Image
- Factors affecting Wellness
- Wellness Programmes

### *Unit-4: Nutrition and Weight Management*

- Concept of Nutrients, Nutrition, Balanced Diet, Dietary Aids and Gimmicks
- Energy and Activity- Calorie Intake, Energy Balance Equation
- Obesity - Concept, Causes, Obesity Related Health Problems
- Weight Management through Behavioural Modifications

### *Text Books / References (Latest Edition):*

- Anand O P. Yog Dawra Kaya Kalp. Sewasth Sahitya Perকাশan. Kanpur.
- Brown, J.E. Nutrition Now Thomson-Wadsworth.
- Corbin et.al.Fitness & Wellness-Concepts. McGraw Hill. Publishers. New York.U.S.A
- Corbin, C. B., G. J. Welk, W. R Corbin, K. A. Welk, Concepts of Physical Fitness: Active Lifestyle for Wellness. McGraw Hill, New York, USA.
- Hoeger, W W K and S.A. Hoeger. Principles and Labs for Fitness and Wellness, Thomson Wadsworth, California, USA.
- Hoeger, W.W. & S. Hoeger Fitness and Wellness. 7th Ed. Thomson Wadsworth, Boston, USA.
- Kamlesh, M. L. & Singh, M. K., Physical Education (Naveen Publications).
- Kansal, D.K. Text book of Applied Measurement, Evaluation & Sports Selection. Sports & Spiritual Science Publications, New Delhi.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1</b> Gain a comprehensive understanding of yoga and its modern applications for holistic well-being.	K2
2	<b>CO2:</b> Integrate yoga principles into sports and physical fitness activities to enhance performance and prevent injuries.	K3
3	<b>CO3:</b> Develop skills in wellness management and nutrition	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	M	S
CO2	S	S	M	S	S
CO3	S	S	S	S	S

\*S-Strong; M-Medium; L-Low

**BBAF233T40 BUSINESS ENVIRONMENT**  
**(45 periods)**

**Course Objective(s):**

1. Familiarize the nature of the business environment and its components in business decision making
2. Increase the awareness of the interconnected nature of today's world, and how economic, social, political and environmental issues can impact international integration and business.
3. Impart the environmental scanning skills to identify the business opportunity and challenges.
4. Analyze and interpret the current events relating to globalization and international business.
5. Analyze the various economic conditions and effects of government policy on business performance

**Unit I Introduction (11)**

Business Environment – Definition- Importance- Dimension of business environment: Economic, Social, Cultural, Political, Legal, Demographic, Natural and Technological Environment

**Unit II Roles of Government in business (11)**

Political and Economic Environment - Economic systems – Capitalism – Socialism – Mixed economy - Features, Merits & limitations of each – Role of Government in business : regulatory role, promotional role , entrepreneurial role and planning role – Constitution of India – The preamble – The fundamental rights – The Directive Principles

**Unit III Industrial Policy (11)**

Industrial policy Resolutions in India - Meaning – Need & Importance of Industrial policy - Industrial policy resolutions 1948 & 1956 – The New Industrial policy 1991 – Features – Meaning of Liberalization, Privatization and Globalization

## **Unit IV Global Environment**

**(12)**

Global Environment - Meaning – Merits and Demerits of Globalization – GATT (General Agreement on trade and tariff) – Meaning, Objectives – WTO and its functions - MNCs (Multinational Companies) – Benefits and limitations of MNCs- Social Responsibility of Business

### **Reference Books**

1. NamithGopal, Business Environment, Tata McGraw Hill Education , 2010
2. Ghosh P.K, Business Environment, S. Chand & Sons, 2010
3. Rosy Joshi, Business Environment, Kalyani Publication, 2019
4. Business Environment - Dr.K.Chidambaram&Dr.V.Alagappan, Vikas Publishing House Pvt Ltd- 2017 New Delhi.
5. Essentials Of Business Environment - K.Aswathappa, Himalaya Publishing House.- 2010“Ramdoot”, Dr.Bhalerao Marg, Gurgaon, Delhi

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Develop an understanding of the business environment	K2
2	<b>CO2:</b> Comprehend the environmental factors that are conducive to the businesses	K2
3	<b>CO3:</b> Comprehension of the international scenario about the borderless business world due to technological changes	K2
4	<b>CO4:</b> Examine the global business environment by understanding globalization	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	M	M
CO2	S	M	L	M	M
CO3	S	M	M	M	M
CO4	S	S	M	M	M

\*S-Strong; M-Medium; L-Low

# **SEMESTER –IV**

**BBAF234T10 ENTREPRENEURSHIP AND STARTUP ECOSYSTEM  
(60 periods)**

*Course Objective(s):*

1. To understand Entrepreneurship and its types
2. To understand that not all ideas can be turned into viable business models and guestimate business potential of an idea
3. To understand different type of finances available and financing methods
4. To be able to draft business plans on an identified idea
5. To understand the nuances of operating a startup – low budget marketing, stabilizing operations, build a team from scratch and scaling the business
6. To know what is a Family Business and how is it different from Entrepreneurship

**Unit 1: Introduction to Entrepreneurship & Family Business (15)**

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

**Unit 2: Evaluating Business opportunity (15)**

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

**Unit 3: Building Blocks of starting ventures (15)**

Low cost Marketing using digital technologies- Team building from scratch- Venture Funding- Establishing the value-chain and managing operations- Legal aspects like IPR and compliances

#### **Unit 4: Start-up Ecosystem**

**(15)**

Start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, Angel Investors - Govt. schemes like Start-up India, Digital India, MSME- Sources of Venture Funding in India- Source of Technology- Intellectual Property management

*Text Books (Latest Edition):*

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

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Understand basic building blocks of creating a venture	K2
2	<b>CO2:</b> Be able to identify a business opportunity and translate it into a viable business model	K3
3	<b>CO3:</b> Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents	K3
4	<b>CO4:</b> Know the legacy of family businesses and key differentiations from entrepreneurship	K1
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	M	M
CO2	S	S	S	S	M
CO3	S	S	S	S	M
CO4	S	M	L	M	M

\*S-Strong; M-Medium; L-Low

## **BBAF234T20 Operations Management** **(60 periods)**

### ***Course Objective(s):***

1. To introduce the fundamental concepts and significance of operations management in enhancing organizational efficiency, quality, and customer satisfaction.
2. To develop the ability to design and analyze processes and layouts using tools like flowcharts and process maps, focusing on capacity planning and process improvement.
3. To familiarize students with the principles and practices of quality management, including Total Quality Management, Six Sigma, and Lean Manufacturing for operational excellence.
4. To enable students to understand and evaluate emerging trends in operations management, including sustainable practices, the integration of advanced technologies, and managing global operations.

### **Unit 1: Introduction to Operations Management (15)**

Definition and scope of operations management – Importance in organizational success – Enhancing efficiency, ensuring quality, and delivering customer satisfaction – Overview of different production systems – Alignment of operations with business strategies – Key functions: planning, organizing, staffing, leading, and controlling.

### **Unit 2: Process Design and Analysis (15)**

Strategic decisions in process selection and design – Process analysis using flowcharts and process maps – Techniques for continuous improvement – Capacity planning and strategies to balance capacity and demand – Understanding process choices and layout decisions – Space utilization, flexibility, cost, safety, and comfort considerations.

### **Unit 3: Quality Management**

**(15)**

Importance of quality in products and services – Essential quality concepts – Principles of Total Quality Management (TQM) – Implementation of Six Sigma – Lean Manufacturing concepts – Tools and techniques for quality enhancement and defect reduction – Improving operational efficiency for customer satisfaction and competitive advantage.

### **Unit 4: Emerging Trends in Operations Management**

**(15)**

Sustainable operations and integration of sustainable practices – Impact of technology on operations management – Leveraging advanced technologies (AI, IoT) in operations – Managing complexities in global operations – Adapting to dynamic business environments – Driving operational excellence through emerging trends.

*Textbooks (latest Edition):*

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

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Understand the core principles of operations management and their significance in enhancing efficiency, quality, and customer satisfaction	K2
2	<b>CO2:</b> Optimize operational processes through effective process design, layout decisions, and capacity planning	K3
3	<b>CO3:</b> Implement quality management principles to enhance product/service quality and reduce defects	K3
4	<b>CO4:</b> Evaluate emerging trends in operations management, such as sustainable operations and technological advancements	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	M	M
CO2	S	S	S	M	M
CO3	S	S	M	M	M
CO4	S	S	M	M	S

\*S-Strong; M-Medium; L-Low

## **BBAF234T30 Financial Management**

**(60 periods)**

### **Course Objectives:**

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

### **Unit I: Introduction to Financial Management (15)**

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

### **Unit II: Capital Structure & Capitalization (15)**

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

### **Unit III: Cost of Capital, Leverages and Managing Working Capital (15)**

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

leverage – practical problems.

Managing working Capital - Meaning of working capital, types of working capital, working capital cycle, adequate working capital, determinants of working capital, estimation of working capital-Practice problems. Management of cash. Management of inventory and debtors.

**Unit IV: Capital Budgeting and Dividend policy (15)**

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

**Textbooks (Latest Editions):**

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

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Summarize the motives behind financial decision making	K2
2	<b>CO2:</b> Interpret the relevant theories and concepts of various practices of financial management and ethics in Finance	K2
3	<b>CO3:</b> Analyze the relationship among capital structure, cost of capital, dividend decisions, and value of the business	K4
4	<b>CO4:</b> Evaluate projects for profitability	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	M	M
CO2	S	M	L	M	S
CO3	S	S	M	M	M
CO4	S	S	M	M	M

\*S-Strong; M-Medium; L-Low

**BBAF234T40 Business Research Methodology**  
**(60 periods)**

**Course Objectives:**

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

**Unit 1: Introduction to Research (15)**

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

**Unit 2: Formulating the Research Problem (15)**

Students will learn how to identify and formulate research problems, conduct literature reviews, and develop research questions and objectives. This unit also covers the process of creating effective research designs.

**Unit 3: Measurement and Data Collection (15)**

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

#### **Unit 4: Data Analysis and Interpretation**

**(15)**

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

#### **Textbooks (Latest Edition):**

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

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Prepare a detailed research plan covering all essential aspects of a research project	K6
2	<b>CO2:</b> Construct and administer effective research instruments like questionnaires.	K3
3	<b>CO3:</b> Execute data collection strategically to gather relevant information.	K3
4	<b>CO4:</b> Apply advanced statistical techniques for data interpretation.	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	M	M
CO2	S	S	M	M	M
CO3	S	S	M	M	M
CO4	S	S	M	M	M

\*S-Strong; M-Medium; L-Low

# VAC 401 Basics in MS-Office

## Course Objectives

1. To introduce the fundamentals and interface of MS-Office applications to enhance digital productivity.
2. To develop skills in creating and managing documents using MS Word for academic and professional needs.
3. To enable students to perform data entry, analysis, and visualization using MS Excel for decision-making.
4. To train students in designing effective presentations using MS PowerPoint for various communication purposes.
5. To provide foundational knowledge in using MS Access for creating and managing databases for data management.

## Unit 1: MS Word

Introduction to Word interface and features – Creating, saving, and formatting documents – Using templates and styles – Inserting tables, images, and hyperlinks – Mail merge and labels – Proofing tools: spell check, thesaurus, and track changes – Page setup and printing options.

## Unit 2: MS Excel

Introduction to Excel interface and workbook management – Data entry and formatting cells – Basic formulas and functions (SUM, AVERAGE, COUNT, IF) – Using charts and graphs – Sorting and filtering data – Conditional formatting – Introduction to pivot tables.

## Unit 3: MS PowerPoint

Introduction to PowerPoint interface – Creating and managing presentations – Slide layouts, designs, and themes – Inserting images, audio, and video – Animation and transition effects – Using slide master – Presentation views and printing handouts.

## **Unit 4: MS Access**

Introduction to database concepts – Access interface and objects – Creating and designing tables – Working with queries for data retrieval – Designing forms for data entry – Creating and customizing reports – Relationships between tables and data integrity.

### **Textbooks (Latest Edition):**

1. Microsoft Office 2019 Step by Step by Joan Lambert and Curtis Frye, Microsoft Press.
2. Microsoft Office 2019 Inside Out by Joe Habraken, Microsoft Press.
3. Learning Microsoft Office 2019 by Linda Foulkes, Packt Publishing.
4. Microsoft Office 2019 All-in-One For Dummies by Peter Weverka, Wiley.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Create, edit, format, and manage documents efficiently using MS Word.	K6
2	<b>CO2:</b> Analyze, organize, and visualize data using MS Excel's formulas, functions, and charts.	K4
3	<b>CO3:</b> Design and deliver structured and visually appealing presentations using MS PowerPoint.	K6
4	<b>CO4:</b> Create and manage simple databases using MS Access for systematic data storage and retrieval.	K6
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	S	M
CO2	S	S	M	M	M
CO3	S	M	S	S	M
CO4	S	S	M	M	M

\*S-Strong; M-Medium; L-Low

## **BBAF234T50 International Business**

**(45 periods)**

### **Course Objectives**

1. To introduce the fundamental concepts, stages, and frameworks of international business, and to understand classical and modern international trade theories, including trade barriers and their implications on global business.
2. To provide insights into Foreign Direct Investment (FDI) by examining trends, theories, types of FDI, benefits and costs, and the role of international institutions in liberalizing FDI, along with the application of the CAGE model.
3. To enable students to understand the impact of economic integration on international business decisions, covering economic indicators, regional trade blocs, instruments of trade regulation, and the dynamics of emerging markets and developing economies.
4. To examine emerging trends and contemporary issues in international business, including international entrepreneurship, CSR frameworks, ESG investing, digital platform rise, Brexit implications, re-shoring and nearshoring trends, and the impact of the pandemic on global business operations

### **Unit 1: Introduction to International Business**

**(11)**

Introduction to International Business Stages of Internationalization – EPRG Framework - International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses

### **Unit 2: Introduction of Foreign Direct Investment**

**(11)**

Introduction Foreign Direct Investment in the World Economy, Trends in FDI

- Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model.

### **Unit 3: Economic Integration**

**(11)**

Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.

#### **Unit 4: Emerging Trends in International Business**

**(12)**

International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues

Implications of Brexit on international business laws, the rise of digital platforms, and e-commerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.

#### **Text Books (Latest Edition):**

1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill.
2. International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education
3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.
4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.
5. Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Demonstrate and interpret the fundamental theories of international business and trade.	K2
2	<b>CO2:</b> Develop an understanding of the concept of Foreign Direct Investment and its impact on various world economy	K2
3	<b>CO3:</b> Analyse the significance of economic Integration in International Business	K4
4	<b>CO4:</b> Appraise and develop a comprehensive understanding of global emerging trends and stakeholder engagement	K6
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	M	M
CO2	S	M	M	M	M
CO3	S	S	M	M	M
CO4	S	S	S	S	M

\*S-Strong; M-Medium; L-Low

# **SEC401 Design Thinking and Innovation**

**(30 periods)**

## **Course Objectives:**

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

## **Unit 1: Basics of Design Thinking**

**(8)**

1. Understand the concept of innovation and its significance in business
2. Understanding creative thinking process and problem solving approaches
3. Know Design Thinking approach and its objective
4. 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.
5. Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc.
6. Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement

## **Unit 2: Learning to Empathize and Define the Problem**

**(8)**

1. Know the importance of empathy in innovation process – how can students develop empathy using design tools
2. Observing and assimilating information
3. Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences.
4. What are wicked problems

5. Identifying wicked problems around us and the potential impact of their solutions

**Unit 3 : Ideate, Prototype and Implement (7)**

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

**Unit 4 : Feedback, Re-Design & Re-Create (7)**

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

**Text Books (Latest Edition):**

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

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Propose real-time innovative product designs and Choose appropriate frameworks, strategies, techniques during prototype development.	K3
2	<b>CO2:</b> 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.	K3
3	<b>CO3:</b> Analyze emotional experience and Inspect emotional expressions to better understand users while designing innovative products	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	S	M	M
CO2	S	S	S	S	M
CO3	M	S	S	S	M

\*S-Strong; M-Medium; L-Low

## **SEC 501 Internship/ Capstone Project**

### *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.

### *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. The internship **lasts eight weeks**. Interns are expected to commit to 20 hours per week

### **Submission of Report:**

Front Page: Student Name, Course, Internship Company, Duration, Mentor

Internship Agreement Form

Internship Certificate

Introduction & background of the

Company Roles & responsibilities

as an Intern Weekly work allotment

& completion report Challenges &

Solutions

Learning from the

internship

Conclusion

**Internship Evaluation:** The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarizing 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 internal examiner will evaluate the student's submission of report.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Application of theoretical knowledge to real-world scenarios.	K3
2	<b>CO2:</b> Development of professional skills and networking opportunities.	K4
3	<b>CO3:</b> Hands-on experience in a chosen field.	K6
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	M	M
CO2	M	M	M	S	S
CO3	S	M	S	S	M

\*S-Strong; M-Medium; L-Low

# Semester - V

## ***BBAF235T10 Strategic Management***

**(60 periods)**

### **Course Objective(s):**

1. To enhance the ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.
2. Analyse the competitive situation and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

### **Unit 1: Introduction to Strategy**

**(15)**

Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management

### **Unit 2: Strategic Analysis**

**(15)**

Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company's External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.

### **Unit 3: Strategy Formulation**

**(15)**

Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions

### **Unit 4: Strategy Implementation and Control**

**(15)**

Structural Implementation; Functional and Operational Implementation; Behavioural Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies- Strategy Evaluation and Control - Operational Control - Overview of Management Control.

#### **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, 15<sup>th</sup> Edition, Pearson.
2. Frank T Rothaermel . Strategic Management – 5<sup>th</sup> Edition (Indian), McGraw

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Understand the fundamental concepts, relevance, and benefits of strategy and strategic management, including the strategic management process, levels of strategy, and strategic intent.	K2
2	<b>CO2:</b> Analyze an organization's internal and external environment using tools such as SWOT analysis, BCG Matrix, GE-Cell Matrix, and value chain analysis to identify strategic capabilities and challenges.	K4
3	<b>CO3:</b> Formulate appropriate business and corporate-level strategies by evaluating different growth, stability, renewal, diversification, and international expansion strategies for varied business scenarios.	K5
4	<b>CO4:</b> Implement and evaluate strategies effectively through appropriate structural, functional, operational, and behavioral approaches while ensuring strategic control, corporate governance, and alignment with societal and ethical considerations.	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	M
CO2	M	S	M	L	M
CO3	M	S	S	M	M
CO4	M	M	M	M	S

\*S-Strong; M-Medium; L-Low

# **BBAF235ET20 Logistics and Supply Chain Management**

**(60 periods)**

## **Course Objectives:**

1. To understand the strategic role of supply chain management in enhancing organizational competitiveness.
2. To explore the design and optimization of supply chain networks, particularly for e-commerce.
3. To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness.
4. To develop skills in coordinating and managing supply and demand in a globalized market environment.

## **Unit 1: Introduction to Supply Chain Management (15)**

This unit explores the role of supply chain management in organizations, achieving strategic fit, and understanding supply chain drivers and metrics. Students will learn about the integral nature of supply chains in aligning business strategies with operational capabilities to enhance performance and competitiveness.

## **Unit 2: Supply Chain Network Design (15)**

Students will learn to design distribution networks with a focus on e-business applications and global supply chain networks. This unit covers the strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.

## **Unit 3: Sourcing and Pricing Strategies (15)**

This unit addresses sourcing decisions and pricing management within supply chains. Students will explore various sourcing strategies and pricing models that can be employed to optimize revenue management and cost-efficiency in supply chains, with a particular focus on e-commerce dynamics.

#### **Unit 4: Demand and Supply Coordination**

**(15)**

Focusing on the synchronization of demand forecasting, aggregate planning, and sales operations planning, this unit teaches students how to coordinate supply chain activities to balance demand and supply efficiently. Key topics include demand forecasting techniques, aggregate planning strategies, and the importance of coordination across the supply chain.

#### **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.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Design and manage effective supply chains that enhance organizational competitiveness.	K3
2	<b>CO2:</b> Gain practical insights into strategic sourcing, demand planning, and supply chain coordination.	K3
3	<b>CO3:</b> Understand how digital transformation affects supply chain strategies and operations	K2
4	<b>CO4:</b> Apply demand forecasting techniques and aggregate planning strategies to synchronize demand and supply efficiently while coordinating supply chain activities.	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	M	M
CO2	S	S	M	M	M
CO3	S	M	M	M	S
CO4	S	S	M	M	M

\*S-Strong; M-Medium; L-Low

# **SEMESTER –VI**

# **BBAF236T10 Project Management**

**(45 periods)**

## **Course Objectives:**

1. To provide a comprehensive understanding of the project management lifecycle from inception to closure.
2. To enhance skills in using project management tools such as Microsoft Project for managing complex projects.
3. To explore effective stakeholder management and communication strategies critical for project success.
4. To analyze risk management strategies and their application to ensure project success under varying circumstances.

## **Unit 1: Fundamentals of Project Management (11)**

This unit covers the core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. Students will learn about the stages of a project from initiation to closure and the key responsibilities of a project manager in driving project success.

## **Unit 2: Project Planning and Tools (11)**

Focusing on the planning phase of project management, this unit explores setting project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as 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.

## **Unit 3: Executing and Monitoring Projects (11)**

This unit delves into resource allocation, budgeting, and quality control within project execution. Students will also learn about 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.

#### **Unit 4: Concluding Projects and Agile Methodologies**

**(12)**

The final unit discusses the closing phase of projects, including performance measurement, stakeholder communication, and post-project evaluation. Additionally, this unit introduces Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods to provide students with a broader understanding of managing projects in dynamic environments.

#### **Textbooks (Latest Edition):**

1. InformationTechnology *Project Management*, by Kathy Schwalbe, Cengage Learning.
2. *Project Management: A Managerial Approach*, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Understand and apply the key principles of project management to various project environments.	K2
2	<b>CO2:</b> Gain proficiency in using Microsoft Project for project planning, execution, monitoring, and closing.	K3
3	<b>CO3:</b> Develop skills in stakeholder management and communication strategies essential for project success.	K2
4	<b>CO4:</b> Explore and apply risk management techniques to mitigate potential project issues.	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	M	M
CO2	S	S	M	M	M
CO3	M	M	M	S	M
CO4	S	S	M	M	M

\*S-Strong; M-Medium; L-Low

## **BBAF236T20 Business Taxation**

**(45 periods)**

### **Course Objective(s):**

1. Analyse the legal provisions governing GST and Customs Duty to comprehend their scope and application in business transactions.
2. Examine the tax implications of GST and Customs Duty on different business activities.
3. Explain procedures and methods to calculate GST liabilities and Customs Duty obligations accurately, ensuring compliance with relevant laws and regulations.
4. Orient with the practical application of GST and Customs Duty in business decision-making processes.
5. Provide knowledge of latest amendments and changes in GST and Customs Duty laws to adapt business strategies and practices accordingly.

### **Unit 1: Goods and Service Taxes (GST) – Overview and Concepts (11)**

Fundamentals of GST, Constitution {101st Amendment} Act 2016, 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, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages.

Introduction to Central Goods and services Tax 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).

## **Unit 2: Levy, Collection and Input Tax Credit (11)**

Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, 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.

## **Unit 3 : Filing of GST Returns and Audit (11)**

Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7- GSTR8- GSTR – 9 -GSTR10- GSTR11. Audit by tax authority's 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's 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.

## **Unit 4: Customs Duty (12)**

Introduction- 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.

### **Textbooks (Latest Editions)**

1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd.
2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons.
3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd.
4. Singhanian, V. K., & Singhanian, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd.

**Expected Course Outcomes:**

On the successful completion of the course, student will be able to:

1	<b>CO1:</b> Describe the legal framework of GST and Customs Duty, including key provisions, regulations thereby explaining the tax implications on various business transactions.	K1
2	<b>CO2:</b> Interpret tax laws and regulations to assess the impact of GST and Customs Duty on business operations and compliance requirements.	K2
3	<b>CO3:</b> Calculate GST liabilities and Customs Duty obligations for different business scenarios and solve practical taxation problems related to the two.	K3
4	<b>CO4:</b> Analyse the implications of GST and Customs Duty on business decisions, considering factors such as cost, risk, and compliance for effective planning thereby minimizing tax liabilities.	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

## Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	M
CO2	S	S	L	L	M
CO3	S	S	M	L	M
CO4	S	S	M	M	M

\*S-Strong; M-Medium; L-Low

# SEC601 Corporate Governance

(30 periods)

## *Course Objectives:*

1. To provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context.
2. To equip learners with the ability to assess and identify the various global corporate failures, using international codes of corporate governance.
3. To enable learners to understand and apply various composition of the board, the role of board and board committees, and concepts like insider trading, shareholder activism, class action suits, whistleblowing mechanism, and CSR in corporate governance.
4. To develop learners' skills for understanding the regulatory framework of corporate governance in India and to investigate the impact of corporate failures in India and common governance problems in these failures.

## **Unit 1: Conceptual Framework of Corporate Governance (8)**

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

## **Unit 2: Corporate Governance and Role of Stakeholders (7)**

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

## **Unit 3: Global Corporate Failures and International Codes (7)**

Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.

#### **Unit 4: Corporate Governance Regulatory Framework in India and Corporate Failures in India (8)**

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.

#### **Textbooks (Latest Editions)**

1. Fernando, A. C. (Latest Edition). *Corporate Governance: Principles, Policies and Practices*. Pearson Education.
2. Mallin, Christine A. (Latest Edition). *Corporate Governance*. Oxford University Press.

**Expected Course Outcomes:**

On the successful completion of the course, student will be able to:

1	<b>CO1:</b> Describe the concept of corporate governance and its significance and discuss different theories of corporate governance.	
2	<b>CO2:</b> Demonstrate the role of different stakeholders in corporate governance and interpret concepts like insider trading, shareholder activism, and CSR.	
3	<b>CO3:</b> Relate major global corporate failures and the international codes that were developed in response.	
4	<b>CO4:</b> Judge the regulatory framework of corporate governance in India, major corporate failures in India and the common governance problems associated with these failures.	
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	M
CO2	S	M	L	M	S
CO3	S	M	M	L	M
CO4	S	S	M	M	S

\*S-Strong; M-Medium; L-Low

# Discipline Specific Elective

# Finance

## DSE-Fin03 Financial Markets Products and Services

(45 periods)

### *Course Objectives:*

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

### **Unit 1: Financial System and Markets**

(11)

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.

**Unit 2: Leasing and Hire Purchase (11)**

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.

**Unit 3 :Mutual Funds, Credit Rating and Securitization (11)**

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.

**Unit 4:Factoring, Forfeiting and Bill Discounting (12)**

Factoring definition. Types of factoring services-- With recourse and 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.

Bill Discounting- Definition, nature, importance. Types of bill discounting. Bill discounting v/s Factoring. Bill rediscounting.

Forfeiting Definition, nature, and importance of forfeiting. Mechanism of Forfeiting Transaction. Fees Involved in Forfeiting-- Discount fees, Commitment fees. Advantages and disadvantages of Forfeiting. Differences Between Factoring and Forfeiting.

Numerical problems on – Leasing, Hire Purchase, Factoring, Forfeiting, Bill Discounting and NAV Calculations of Mutual Funds.

***Textbooks (Latest Editions):***

1. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi.
2. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia.
3. M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi.
4. M. Y. Khan, Indian Financial System, Tata Mc Graw-Hill, New Delhi.
5. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.
6. B. Pathak : Indian Financial Systems Pearson Education

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Define key terms such as lease agreement, hire purchase agreement, factoring, forfaiting, bill of exchange, mutual fund types, and credit rating agencies	K1
2	<b>CO2:</b> explain how a leasing arrangement works, the stages involved in hire purchase, and the role of credit rating agencies in financial markets.	K2
3	<b>CO3:</b> evaluate the pros and cons of using factoring versus forfaiting for managing a company's receivables and recommend the most suitable option for a given business situation.	K3
4	<b>CO4:</b> Analyse the various types of mutual funds available in the financial markets, evaluate their performance metrics	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	L	L	L	L
CO2	S	M	L	L	L
CO3	S	S	M	L	L
CO4	S	S	M	L	L

\*S-Strong; M-Medium; L-Low

## **DSE-Fin09 Banking and Insurance**

**(45 periods)**

### **Course Objective(s):**

1. Develop understanding of fundamental principles and functioning of banking in India.
2. Explain concepts and general principles of insurance in relation with risk and its management.
3. Expand knowledge of various products & services and latest technologies used in banking and insurance sector.
4. Equip students with techniques to analyse the financial performance of banks for the purpose of risk management.

### **Unit 1: Introduction to Banking and Insurance**

**(11)**

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.

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

## **Unit 2: Retail Banking**

(11)

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.

## **Unit 3: Life Insurance**

(11)

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.

*Textbooks (Latest Editions)*

1. Indian Institute of Banking and Finance; Risk Management. Macmillan India Ltd.
2. Koch, T. W., & MacDonald, S. S. ;Bank Management. Cengage Learning.
3. Rose, P. S., & Hudgins, S. C. Bank ;Management and Financial Services. McGraw Hill.
4. Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.
5. Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.
6. Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W; Risk Management & Insurance. Cengage Learning.
7. Insurance Institute of India; Principles of Insurance. Mumbai.
8. Insurance Institute of India; Practice of Life Insurance. Mumbai.
9. Insurance Institute of India; Practice of General Insurance. Mumbai.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Explain the functioning of the Banking and Insurance sectors and relate their growth with the economy as a whole.	K2
2	<b>CO2:</b> Compare various products and services offered by Banking and Insurance sectors.	K2
3	<b>CO3:</b> Evaluate product pricing, marketing, and distribution channels of Banking and Insurance sectors.	K5
4	<b>CO4:</b> Equip with tools and techniques for financial performance analysis and risk management in Banking and Insurance.	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	M
CO2	S	M	L	L	L
CO3	S	S	M	L	L
CO4	S	S	M	M	M

\*S-Strong; M-Medium; L-Low

## **DSE- Fin02 Investment Analysis and Portfolio Management**

**(45 periods)**

### **Course Objectives:**

The course aims to build

1. Knowledge about investments, their importance, and difference from speculation
2. Exposure about the financial markets, utility and securities
3. Understanding about Fundamental and Technical analysis
4. Knowledge about importance of investing in a portfolio and its management

### **Unit 1: A Conceptual Framework of Investments**

*(11)*

Defining Investment, Describing Investments – Objectives, Characteristics, Process, Difference from speculation

### **Unit 2: Financial Markets**

*(11)*

What are Financial Markets, Economic Utility, Different types of Financial Markets, Exchange vs OTC, Participants; Instruments in Debt Markets – Money Market, Bond Market; Instruments in Equity Markets – Shares, IPOs; Other Markets – Foreign Exchange, Commodities, Gold, Derivatives; Investment Avenues – Debt, Equity, Deposits, Mutual Funds; Regulatory Bodies – RBI and SEBI – Roles and Responsibilities

### **Unit 3: Fundamental and Technical Analysis**

*(11)*

What is Fundamental Analysis? Investor mindset; Challenges in execution; Macroeconomic analysis – Domestic vs Global; Valuation impact of GDP, Inflation, Interest rate, Money supply; Industry analysis - Industry life cycle, Business cycle; Company analysis – Financial Statement Analysis, Valuation of equity and debt; What is Technical Analysis – Difference from Fundamental Analysis; Investor mindset; Challenges in execution; Chart types: line charts, candle stick, point and chart figures; Tools - Dow's Theory, Elliot wave, patterns - Trends, flags, cup and handle, triangles,

head& shoulders, Bollinger bands, technical indicators - Simple Moving Averages, MACD, RSI, ROC

#### **Unit 4: Portfolio Management**

(12)

Efficient Market Hypothesis, Concept of portfolio and portfolio management, concept of risk-return using CAPM, Diversification, types of portfolio management – active vs passive, Asset allocation decision, Markowitz Portfolio Theory; Measurement of portfolio risk and return - Sharpe, Treynor's and Jensen Ratios

#### **Textbooks (Latest Editions)**

1. Elton, J. E., Gruber, M. J., Brown, S. J., Modern Portfolio Theory and Investment Analysis, Wiley
2. Reilly, F.K., Brown, K. C., Analysis of Investments and Management of Portfolios, Cengage Learning
3. Chandra, P., Investment Analysis and Portfolio Management, Mcgraw Hill
4. Kevin, S., Security Analysis and Portfolio Management, PHI Learning

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Identify a financial security as an asset or speculation	K1
2	<b>CO2:</b> Able to understand the importance of financial markets	K2
3	<b>CO3:</b> Aware of the various perspectives which can be utilized to analyze a stock	K4
4	<b>CO4:</b> Able to understand the nuances of building and optimizing a portfolio	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	L
CO2	S	M	L	L	M
CO3	S	S	M	L	L
CO4	S	S	M	M	L

\*S-Strong; M-Medium; L-Low

# Human Resource Management

## **DSE-HRM-03 Training and Development**

**(45 periods)**

### **Course Objective(s):**

1. To understand the basic concepts of training and development
2. To know the importance and methodology of Training Needs Analysis process
3. To sensitize them to various methods of training and training evaluation
4. Understand the need for Cost benefit analysis of Training Programmes.

### **Unit 1: Training Introduction (11)**

Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development

### **Unit 2: Training and Learning -two-way process (11)**

Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training

### **Unit 3: The Needs Analysis Process (11)**

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

### **Unit 4: Training Process and Evaluating (12)**

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

**Text Books (Latest Edition):**

1. Training for Development Part 1 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011
2. Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
3. Managing Performance through Training and Development, Eighth Edition

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Evaluate training and development Process and New technology based training methods	K5
2	<b>CO2:</b> Assess training need analysis and know its importance	K4
3	<b>CO3:</b> Create and design training Programme with objective and content	K6
4	<b>CO4:</b> Evaluate the training Programmes	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	L	L
CO2	S	S	L	L	M
CO3	S	M	S	M	L
CO4	S	S	M	L	L

\*S-Strong; M-Medium; L-Low

# **DSE-HRM-04 Performance and Compensation Management**

**(45 periods)**

## ***Course Objectives:***

1. To provide learners with understanding of performance management concepts.
2. To equip learners with the dynamics of performance appraisal and develop criteria for assessing performance.
3. To enable learners to develop effective appraisal systems that can be linked to managerial objectives and compensation.
4. To enable learners with contemporary issues and solutions in appraisal systems.

## **Unit 1: Introduction to Performance Management (11)**

Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.

## **Unit 2: Performance Planning and Managing Performance (11)**

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.

## **Unit 3: Learning Organisation and Performance Based Compensation (11)**

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.

**Unit 4: Implementation of Performance Management (12)**

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

***Text Books (Latest Edition):***

1. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: a guide to action. Crest.
2. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan page.
3. Berger, L. A., & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill.
4. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.
5. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54(3), 453-485.
6. Jordan, A. H., & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. Academy of management review, 37(2), 211-231.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Describe the key concepts of performance management and methods of performance management in practices.	K1
2	<b>CO2:</b> Compare the organizations in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management.	K2
3	<b>CO3 :</b> Relate the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems	K3
4	<b>CO4:</b> Devise the performance management system in the organization, with the help of performance planning that are specific, measurable, attainable, relevant and trackable in the organization.	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	L
CO2	S	S	M	L	L
CO3	S	S	S	M	L
CO4	S	S	S	M	L

\*S-Strong; M-Medium; L-Low

## **DSE-HRM-10 Talent Acquisition and Management**

**(45 periods)**

### **Course Objective(s):**

1. To develop an understanding of the processes of Talent Acquisition
2. To sensitize students towards Career management and Succession Planning
3. To understand fundamentals of competency management and assessment centers
4. To know the future trends of Talent Management

### **Unit1: Introduction to Talent Management and Talent Acquisition strategies (11)**

Overview of Talent Management and Factors affecting Talent Management context globally; Need and Type of Talent, Four components of Talent Management; Creating a culture for Talent Management. Difference between Recruitment and Talent Acquisition; Definition and role in Talent Management; Contemporary strategies in acquiring talent; Competing value Proposition and role of Employer Branding in Talent Acquisition; Onboarding new Hires and socializing challenges.

### **Unit 2: Talent acquisition and role of Assessment centers (11)**

Concept of Assessment centers; Definition and meaning of assessment centers; Use and Benefit of Assessment centers; Outsourcing and use of technology in Assessment centers; Training Assessors, Resources required, Validity and reliability of Assessment centers, Disadvantages of Assessment center; When to use and not to use Assessment centers. through Assessment Centres. Definition of Competencies, Types of competencies; Assessing and developing competencies; Role of training in Competency development; Competency Mapping, at Individual and task level; Use of Competency Framework for developing Talent.

### **Unit 3: Career Management and Succession Planning, Managing Potential of Key talent (11)**

Fundamentals of Career Planning, trends and Best Practices; Models of career Planning; Succession Planning Process and Issues; Challenges pertaining to Succession Planning;. Managing Performance and Potential of Key talent, Managing Potential of Key talent.

### **Unit 4: Mentoring Talent, Rewarding talent and Future trends in Talent Acquisition and Management (12)**

Mentoring High Potential talent; Process of effective Mentoring; Gender Differences in Mentoring Process; Managing the Reward and Benefits for Talent, building in customized talent reward strategy for retaining talent, War for talent; Ethics of Managing Talent; Talent and technology trends.

#### **Text Books / References:**

1. Talent Management, Author(s): Gowri Joshi | Veena Vohra, Cengage Learning
2. Hurconomics for Talent Management Latest Edition  
Edition: First Publisher: Pearson Education Editor: --  
T. V Rao ISBN: 13-978- 8131759677
3. The Talent Management Handbook, Third Edition: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, 3rd Edition By Lance A. Berger, Dorothy Berger© 2018 | Latest Edition available

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Develop a knowledge about acquiring Talent and developing competencies	K2
2	<b>CO2:</b> Compare and contrast various Talent acquisition strategies.	K4
3	<b>CO3 :</b> Describe how Assessment centres work in Talent Acquisition	K1
4	<b>CO4:</b> Evaluate the dynamics of succession planning, reward and potential management,	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	L	L
CO2	S	S	M	L	L
CO3	S	M	L	L	L
CO4	S	S	M	M	L

\*S-Strong; M-Medium; L-Low

# Marketing

## DSE-MR-01 Consumer Behaviour

(45 periods)

### Course Objective(s):

A comprehensive study of consumer behavioral concepts and models designed to help understand, evaluate, and predict consumer behavior. The course also deepens a student's knowledge to understand the complexities of consumer decision-making and accordingly translate them into effective marketing strategies in the Indian Context

### Unit 1: Understanding Consumer Behavior (11)

Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Value and the Consumer Behavior Framework; Online Consumer Behavior. Organizational Buying Behavior; Consumerism.

### Unit 2: External Influences on Consumer Behavior (11)

Lifestyles and Psychographics on Buying Behavior; Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior; Influence of Culture on Consumer Behavior

### Unit 3: Internal Influences on Consumer Behavior (11)

Consumer Perception; Consumer Learning, Memory and Involvement; Dynamics of Consumer Motivation; Consumer Personality; Consumer Attitudes and Attitude Change.

### Unit 4: Consumer Decision Making (12)

Concept of Consumer Decision; Situational Influence on Consumer's Decision; Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice, Post-purchase Behavior; Different Models of Consumer Decision Making.

**Text Books: (Latest Edition)**

1. Schiffman, L. G.; Kanuk L. L. and Kumar, S. R. Consumer Behavior. Pearson Education Inc.
2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited
3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited
4. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Develop a better understanding of concepts and models of consumer behavior	K2
2	<b>CO2:</b> It can provide insights for the consumer purchase decision process.	K4
3	<b>CO3 :</b> Able to develop appropriate marketing strategies for different segments of consumers	K3
4	<b>CO4:</b> Applying decision making process in real world scenario	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	L
CO2	S	S	M	L	L
CO3	S	S	S	M	L
CO4	S	S	S	M	L

\*S-Strong; M-Medium; L-Low

## **DSE-MR-02 SALES Management**

**(45 periods)**

### **Course Objective(s):**

To impart knowledge and skills to develop an understanding of concepts, which will help in designing sound programs for organizing and managing the sales force. The course will use the Indian environment as the backdrop though it will also draw from international experiences whenever needed.

### **Unit 1: Introduction to Sales Management (11)**

Meaning, nature, and importance of sales management in modern businesses; roles and responsibilities of sales manager, personal selling and salesmanship, selling process.

### **Unit 2: Organization of Sales Force (11)**

Recruiting sales personnel - planning; sources, selecting sales personnel, executing and evaluating sales training programs, sales information system & planning: sales skills

### **Unit 3: Directing Sales Force Operations (11)**

Motivating sales personnel, designing and administering compensation plans for the sales force – financial and non-financial compensation methods, sales meetings and sales contests, sales quotas, and sales territories

### **Unit 4: Evaluating and Controlling Sales Force (12)**

The sales budget; analysis of sales volume & profitability; and evaluating salesperson's performance; selling agents for internet trading.

***Text Books:***

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

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Understanding the various roles & responsibilities of a manager related to sales management, personal selling, and salesmanship.	K2
2	<b>CO2:</b> Understanding the key areas related to the organization, selection, and development of effective sales force.	K2
3	<b>CO3 :</b> Understanding practical issues related to sales force through various cases	K4
4	<b>CO4:</b> Evaluating sales budget	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	M	L
CO2	S	M	L	S	L
CO3	S	S	M	M	L
CO4	S	S	M	M	L

\*S-Strong; M-Medium; L-Low

## **DSE-MR-04 MARKETING OF SERVICES**

**(45 periods)**

### **Course Objective(s):**

The basic aim of this course is to explain why there is a need for special services marketing discipline, the challenges for services marketing, and how to deal with them. The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

### **Unit 1: Understanding Services, Service Consumers and Managing Services Quality (11)**

Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; Servqual instrument to measure service quality; Service quality research.

### **Unit 2: Service as Product, Service Delivery Process (11)**

Distinction between core, facilitating, and support services; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.

### **Unit 3: Service Communication, Branding & Physical Evidence (11)**

Challenges in designing communication programme for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, and its effects; Environmental dimensions of servicescape; High-contact and Low-contact ; Approaches for understanding servicescape effects.

#### **Unit 4: Service Failures, Recovery Strategies, Managing People and Customer Relationships (12)**

Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee and its role in promoting and achieving service quality; customer feedback system; human resource strategies for customer oriented service delivery; internal marketing in delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations ; service oriented organizational structure; customer loyalty; customer lifetime value ; customer equity; framework for building customer loyalty.

#### **Text Books (Latest Edition):**

1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7<sup>th</sup> Edition TMH,2018
2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9<sup>th</sup> Edition; Published by World Scientific, 2023
3. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10<sup>th</sup> Edition ISBN10: 1264098359 | ISBN13: 9781264098354 © 2023
4. Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | John E.G. Bateson ISBN: 9789386858771 Edition: 5<sup>th</sup> © Year: 2017

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Understand the Concept of Services and intangible products	K2
2	<b>CO2:</b> Discuss the relevance of the services Industry to Industry.	K2
3	<b>CO3:</b> Examine the characteristics of the services industry.	K4
4	<b>CO4:</b> Analyze the role and relevance of Quality in Services	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	L
CO2	S	M	L	L	L
CO3	S	M	L	L	L
CO4	S	S	M	M	L

\*S-Strong; M-Medium; L-Low

# **Supply-Chain Management**

## **DSE-SCM03 Quality Management and Business Process Improvement**

**(45 periods)**

### **Course Objectives:**

1. To understand the importance of quality management and business process improvement in achieving organizational success.
2. To learn and apply various philosophies and tools for process improvement including Total Quality Management (TQM), Six Sigma, and Value Stream Mapping.
3. To analyze and enhance business processes to increase efficiency and customer satisfaction.

### **Unit 1: Foundations of Quality Management (11)**

This unit introduces the definition, evolution, and key principles of quality management, exploring its role in organizational strategy and performance.

### **Unit 2: Tools for Quality Assurance (11)**

Students will delve into Statistical Quality Control (SQC), learning fundamental tools and techniques like control charts and process capability analysis, and their implementation in both manufacturing and service industries.

### **Unit 3: Advanced Quality Practices**

**(11)**

Covering Total Quality Management (TQM) and Six Sigma, this unit discusses TQM principles, frameworks like Deming's 14 Points, and Six Sigma methodologies including DMAIC and DMADV, along with tools such as FMEA and SIPOC diagrams.

### **Unit 4: Process Optimization Techniques**

**(12)**

This unit focuses on Value Stream Mapping and Lean Management. Students will learn to create Value Stream Maps, identify bottlenecks and waste, and apply Lean principles and practices for continuous improvement.

#### ***Textbooks (Latest Edition):***

1. *The Six Sigma Handbook*, 5th ed., by Thomas Pyzdek & Paul Keller, McGraw- Hill Education.
2. *Managing for Quality and Performance Excellence*, 10th ed., by James R. Evans & William M. Lindsay, Cengage Learning.

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Understand and apply the principles and practices of quality management and business process improvement.	K2
2	<b>CO2:</b> Use statistical tools and quality frameworks to analyze and improve processes.	K3
3	<b>CO3:</b> Develop skills to lead quality improvement projects in various organizational settings.	K3
4	<b>CO4:</b> Enhance customer satisfaction and organizational performance through effective process management.	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	L
CO2	S	S	M	L	L
CO3	M	S	M	S	L
CO4	M	S	M	M	M

\*S-Strong; M-Medium; L-Low

# Project Management

(45 periods)

## Course Objectives:

1. Provide an understanding of the fundamental concepts, principles, and practices of project management.
2. Equip students with tools and techniques for effective project planning, scheduling, execution, monitoring, and closure.
3. Enable students to analyze and manage project risks, costs, and quality within project constraints.
4. Develop competencies in the use of project management software and tools for project tracking and control.

### Unit 1: Introduction to Project Management

(11)

Concept and characteristics of projects-Objectives and importance of project management-Project life cycle and phases-Project management processes and functions-Role and responsibilities of a project manager-Project environment and organizational structures-Project selection methods – financial and non-financial criteria

### Unit 2: Project Planning and Scheduling

(11)

Project scope management and defining objectives-Work Breakdown Structure (WBS) – preparation and applications-Project estimation techniques – time and cost estimation-Project scheduling using Gantt charts, PERT, and CPM-Resource allocation and resource leveling techniques-Project budgeting and cost estimation methods

### Unit 3: Project Execution and Control

(11)

Project implementation and monitoring processes-Project performance measurement and Earned Value Analysis (EVA)-Project quality management and Total Quality Management in projects-Project risk management – identification, assessment, and mitigation-Project communication management and reporting-Stakeholder management in project environments

### Unit 4: Project Leadership and Closure

(12)

Leadership in project management – styles and importance-Building and managing effective project teams-Conflict management and negotiation in projects-Ethical considerations in project management-Project closure and post-project evaluation-Project audits and lessons learned documentation- Introduction to project management software – MS Project/Primavera basics-Emerging trends – Agile project management and sustainability in projects

## **Textbooks (Latest Edition):**

Gray, C. F., & Larson, E. W. (latest edition). *Project Management: The Managerial Process*. McGraw Hill Education.

Project Management Institute (PMI). (latest edition). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, 7th Edition. PMI Publications

<b>Expected Course Outcomes:</b>		
On the successful completion of the course, student will be able to:		
1	<b>CO1:</b> Explain the concepts, principles, and processes of project management and its relevance in contemporary organizations.	
2	<b>CO2:</b> Apply project planning and scheduling techniques including WBS, Gantt charts, and CPM.	
3	<b>CO3:</b> Analyze and manage project costs, quality, and risks using appropriate tools and techniques.	
4	<b>CO4:</b> Demonstrate the ability to manage project teams, stakeholders, and communications effectively for project success	
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

#### Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	L
CO2	M	S	M	M	L
CO3	M	S	M	M	L
CO4	M	M	M	S	M

\*S-Strong; M-Medium; L-Low

# **Logistics & Distribution Management**

**(45 periods)**

## **Course Objectives:**

- To provide an understanding of the concepts and importance of logistics and distribution management in supply chains.
- To equip students with knowledge of logistics functions, transportation, warehousing, and inventory management.
- To develop analytical skills for designing effective distribution networks.
- To familiarize students with contemporary trends and technology in logistics and distribution management.

### **Unit 1: Introduction to Logistics and Distribution Management (11)**

Concept and evolution of logistics management- Importance of logistics in supply chain management-Objectives and components of logistics management-Concept and importance of distribution management- Customer service in logistics and distribution-Logistics and competitive advantage-Key logistics activities – transportation, warehousing, inventory, material handling, order processing, packaging

### **Unit 2: Transportation and Warehousing Management (11)**

Role of transportation in logistics-Modes of transportation – road, rail, air, water, pipeline-Selection of transportation modes and carriers-Transportation cost and service trade-offs-Concept and types of warehousing-Functions and importance of warehousing in logistics-Warehouse location, design, and operations management

### **Unit 3: Inventory Management and Distribution Network Design (11)**

Concept and importance of inventory in logistics-Types of inventory – cycle stock, safety stock, pipeline inventory-Inventory control techniques – EOQ, ABC, VED analysis-Factors affecting distribution network design-Types of distribution networks – direct shipment, cross-docking, milk-run-Distribution requirement planning (DRP)-Performance measurement in distribution management

### **Unit 4: Technology and Contemporary Issues in Logistics and Distribution (12)**

Role of technology in logistics and distribution management-Information systems in logistics – EDI, RFID, GPS tracking-Automation in warehousing and logistics-Green logistics and sustainability in distribution-Third-party and fourth-party logistics (3PL and 4PL)-Challenges and trends in global logistics and distribution-Logistics risk management

**Textbooks:**

Chopra, S., & Meindl, P. *Supply Chain Management: Strategy, Planning, and Operation*. Pearson Education.

Christopher, M. *Logistics and Supply Chain Management*. Pearson Education.

**Expected Course Outcomes:**

On the successful completion of the course, student will be able to:

1	<b>CO1:</b> Explain the fundamental concepts and functions of logistics and distribution management.	K1
2	<b>CO2:</b> Analyze transportation, warehousing, and inventory management practices in logistics	K4
3	<b>CO3:</b> Design effective distribution networks for cost-efficient and timely delivery.	K3
4	<b>CO4:</b> Apply technology and modern practices in logistics and distribution decision-making.	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

## Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	L	L	L
CO2	M	S	M	L	L
CO3	M	S	S	M	L
CO4	M	M	S	M	M

\*S-Strong; M-Medium; L-Low

# MAJOR PROJECT

TITLE PAGE OUTLINE (not paginated)

The title should be in upper case and Centered,  
and the font size should be 14

For Example

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

Student Name

rs  
Name

Class and Year

on

(In Upper Case)  
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Superviso

Designati

(In Upper

Research Project Submitted in Partial Fulfillment for the Degree of  
Bachelor in Business Administration  
from ----- University

Month Year

## DECLARATION

- a) A signed declaration by the candidate with the following statement  
This project is my original work and has not been presented for a  
degree in any other University or for any other award

Students Name: \_\_\_\_\_

Sign \_\_\_\_\_ Date \_\_\_\_\_

- b) A signed declaration by the University Supervisor with the following

statement.

- c) I confirm that the candidate did the work reported in this project under my supervision.

Name:

Sign \_\_\_\_\_ Date \_\_\_\_\_

## **DEDICATION**

A dedication statement not exceeding 25 words may follow the declaration, beginning on a separate page.

Dedication may be to a person or persons to whom they have special attachments. A simple statement such as “to my father..... and my mother .....” and a reason for the dedication may be given.

## **ACKNOWLEDGEMENT**

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

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

## **ABSTRACT**

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

The abstract should be one page single paragraphed and should contain

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

## **TABLE OF**

## **CONTENTS LIST**

## **OF TABLES**

## **LIST OF FIGURES**

(All tables and figures must have a number and heading and follow APA style)

Declaration to List of figures should be in centre 14 font size.

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

### **1.0 CHAPTER ONE: INTRODUCTION**

(Chapter Title - center 14 font size)

**1.1** Introduction – Overview of chapter contents

**1.2** Background of the Study

**1.3** Problem Statement

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

**1.4** Objectives of Study

I clearly state the goal of the study.

1.4.1 Specific Objectives

- They should be SMART.
- They should be within the scope.

**1.5** Significance of the Study

It should explain who benefits from the study and how.

**1.6** Scope of the Study

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

**1.7** Organisation of the Study Should include the structure of the study chapter by chapter

## **2.0 CHAPTER TWO: LITERATURE REVIEW**

(Chapter Title - centre 14 font size)

**2.1** Introduction – Overview of chapter contents

**2.2** Theoretical Literature of the Problem.

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

**2.3** Critical Review and Research Gap Identification

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

## **3.0 CHAPTER THREE: METHODOLOGY**

(Chapter Title - centre 14 font size)

**1.1** Introduction – Overview of chapter contents

**1.2** Project Design

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

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

(Chapter Title - center 14 font size)

**1.1** Introduction – overview of chapter contents

**1.2** Presentation of Findings. The findings should address each objective.

Objective 1

Objective 2, etc.

Check to ensure all the objectives are addressed.

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

(Chapter Title - center 14 font size)

**5.1** Introduction - overview of chapter contents

**5.2** Summary

of Findings

**5.3** Conclusions

**5.4** Recommendations.

**6.0 REFERENCES**

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

**7.0 APPENDICES**

A. Questionnaire